

Culture Matters

1. **What is Organisation Culture?**
2. **What are some *Myths* about Culture?**
3. **Who Reinforces and Shifts Culture, and How to do it?**
4. **What about CapitaLand Values and Culture?**



Sharing by Douglas OLoughlin, PhD

What is Culture?

**Often Defined As
“The Way We
Do Things
Around Here”**



Can you Say more please?

Culture is the shared attitudes, beliefs, traditions, and behaviours of people and groups in an organisation.



Who Coined the Term “Organisation Culture”?

Ed Schein and Three Levels of Culture

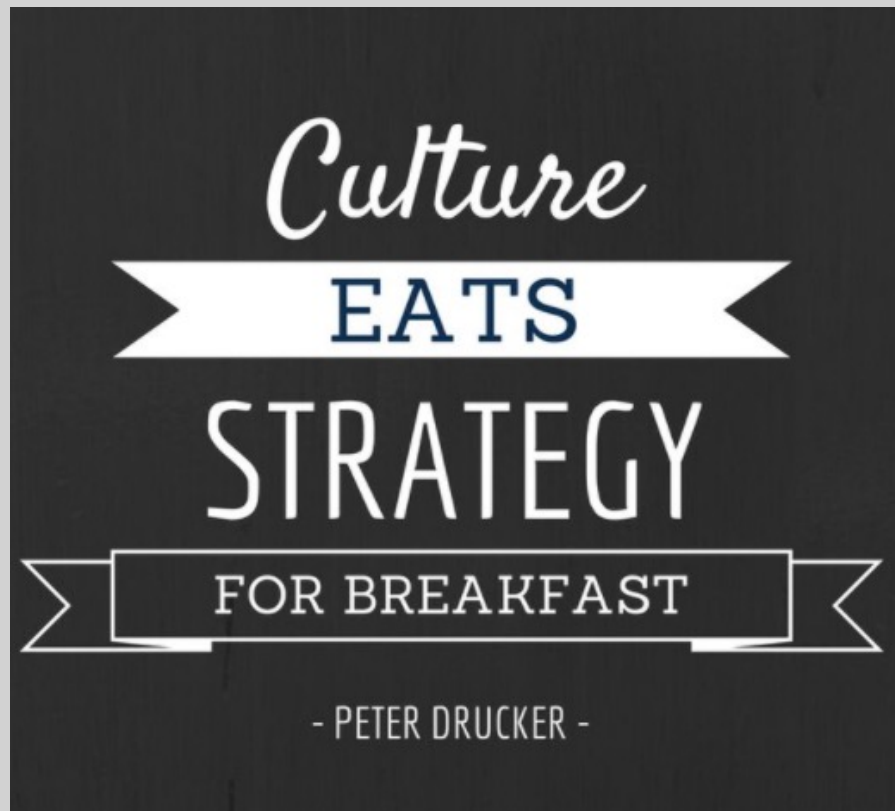


Three Myths and Realities of Organisation Culture

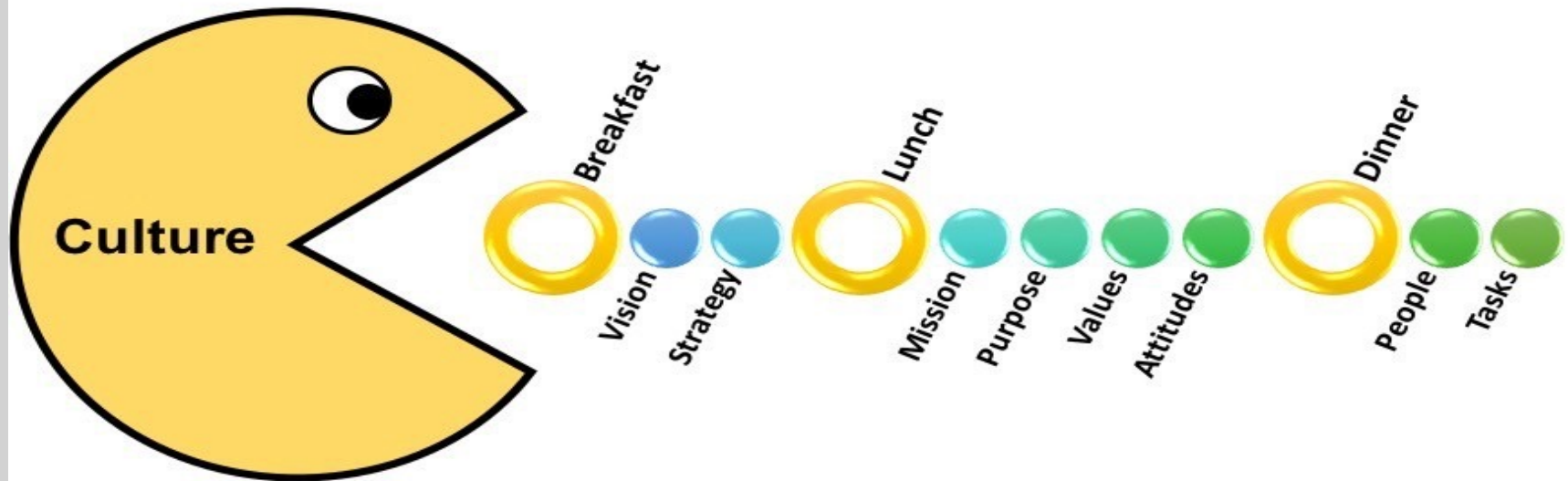
1. **Culture Eats Strategy for Breakfast**
2. **Subcultures are bad, they show we are not aligned**
3. **Leaders Create the Culture**



Myth #1: Culture Eats Strategy for Breakfast



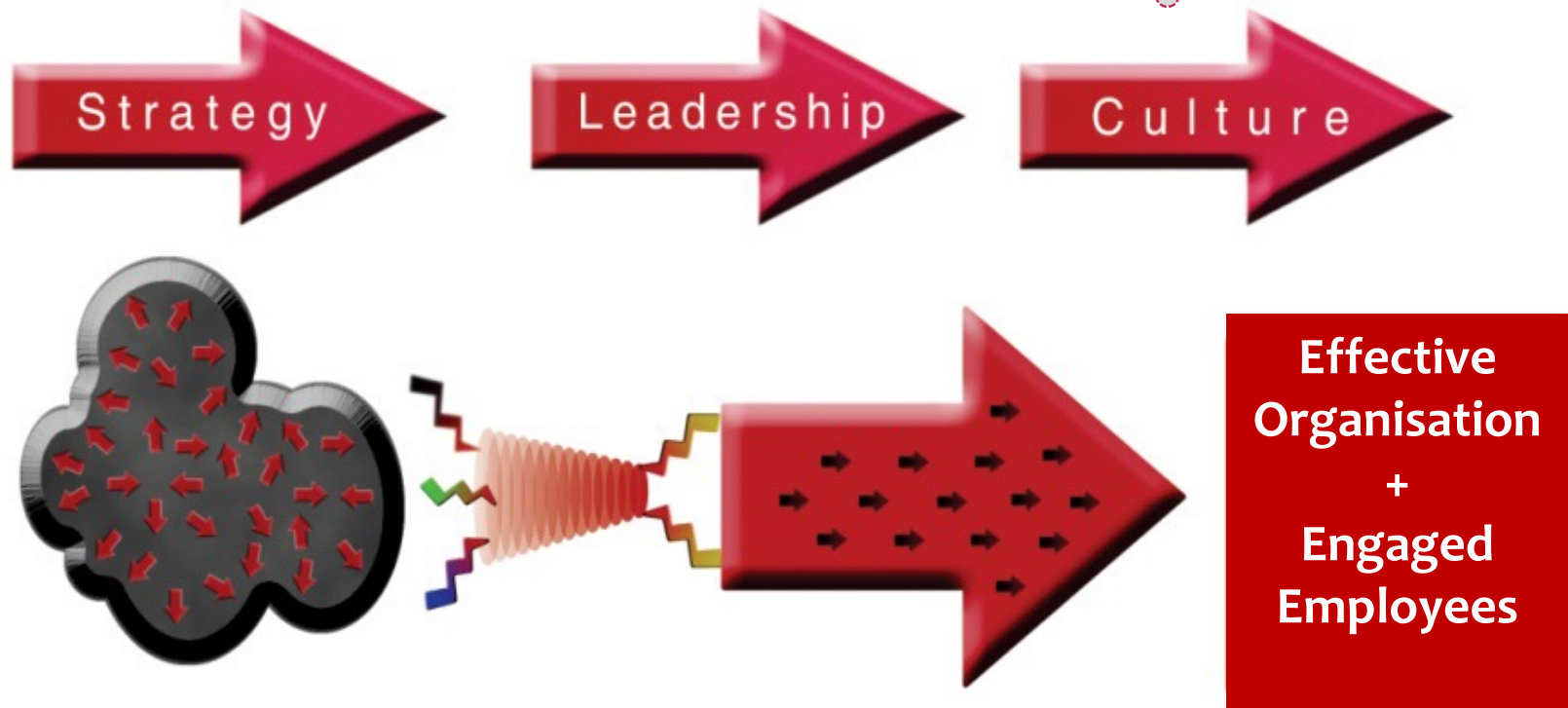
Some Say Culture Eats Strategy for More than Just Breakfast



Reality: Alignment is Key

Culture defined by:

- Behaviour Norms
- Values
- Narratives and Stories
- Systems and Processes



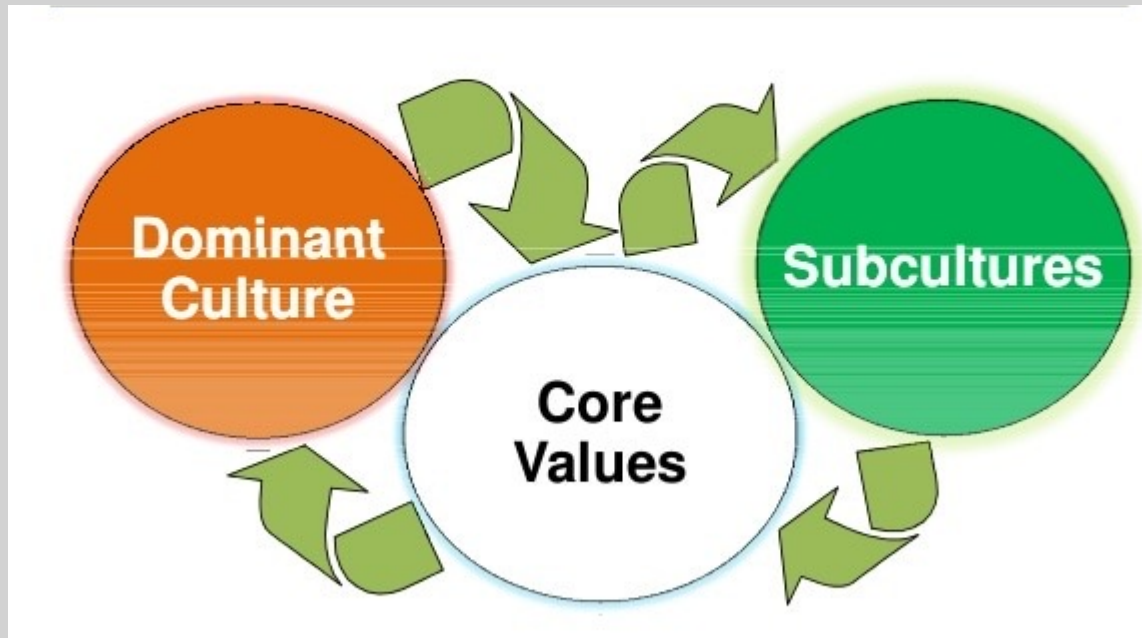
Myth #2:

Subcultures are Bad, it shows We are not Aligned



Reality:

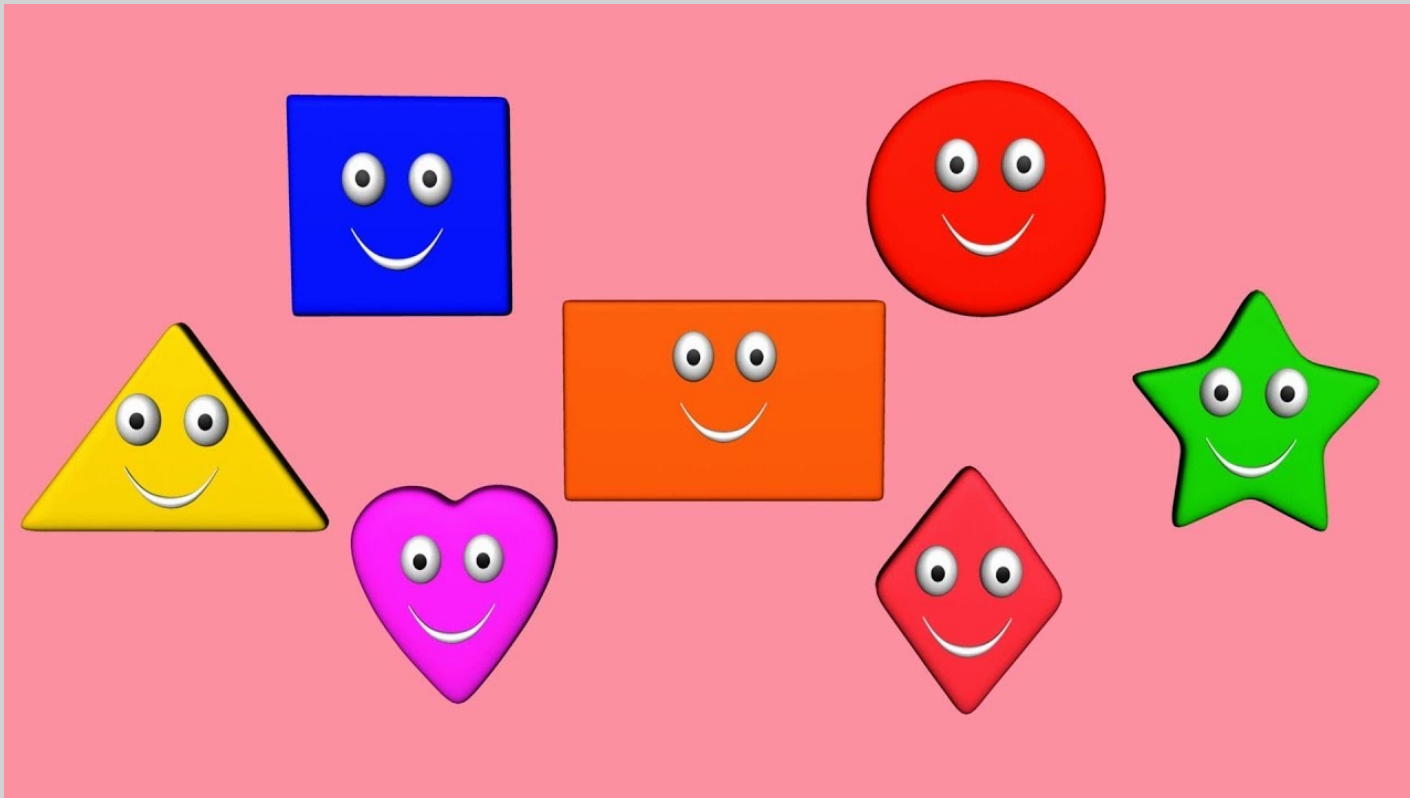
**Subcultures are Normal and Healthy,
as long as they Each Keep the Big Picture in Mind**



Myth #3: Leaders Create Culture

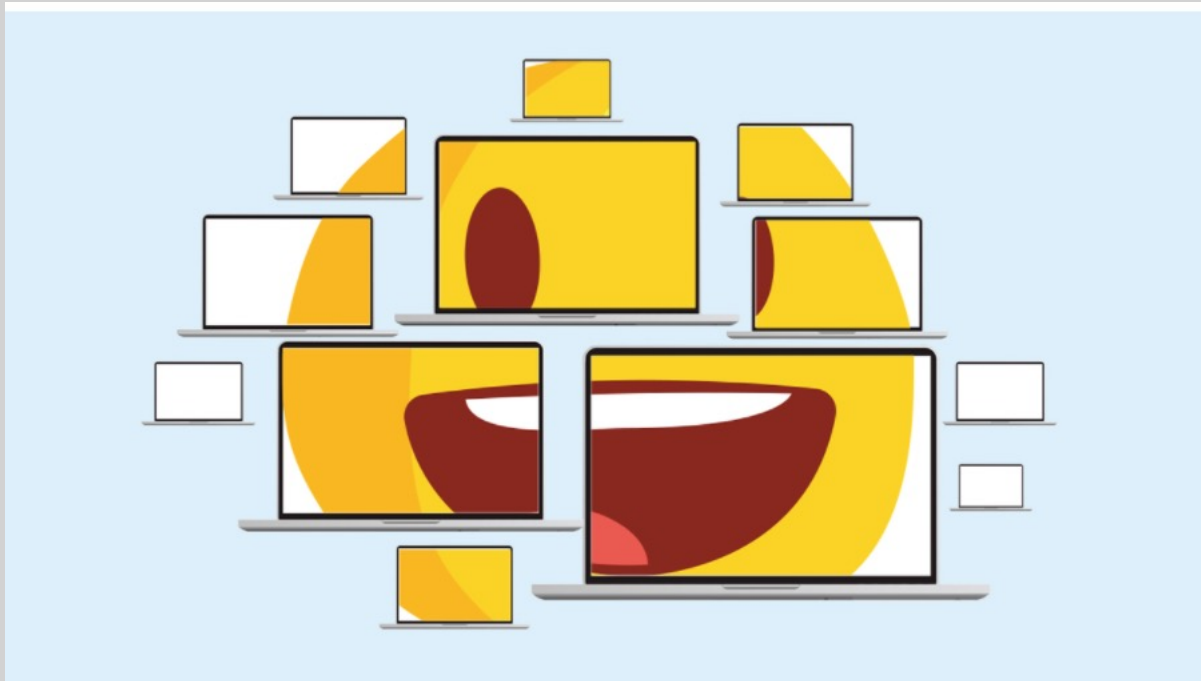


Reality: Leaders Help to Shape Culture



Reality:

“Company Culture is Everyone’s Responsibility”



HBR: Denise Lee-Yohn, Feb 8, 2021

<https://hbr.org/2021/02/company-culture-is-everyones-responsibility>

So How to Reinforce and Shift Culture?

1. Organisation
2. “Supervisors”
3. EVERYONE



Reinforcing and Shifting Culture: Organisation Perspective

- Vision, Mission, and Values
- Performance Mgt: Who gets Hired, Bonuses, Promoted
- Design of Physical Spaces
- Structures and Collaboration Platforms
- Organisation Rituals
- All Corporate Communication, i.e. Intranet, Stories, etc.



Reinforcing and Shifting Culture: Anyone Who Supervises People

- ✓ How you talk about the rest of the organisation and your stakeholders
- ✓ Who you listen to, give projects to, compliment, whether you address inappropriate behaviour (culture is shaped by the worst behaviour that is tolerated)
- ✓ How decisions are made
- ✓ Manage polarities such a Challenge and Support, Performance and People



Reinforcing and Shifting Culture: Everyone, Each and ALL of YOU

- What you talk about, the stories you tell
- How reliable and competent you are
- How you work and interact with others
- How you deal with Changes, either initiating, participating, or receiving them
- If you admit mistakes and/or apologise
- How you participate in meetings



What is the Simplest Way to Shift Culture?

**Change the
way You Meet**



What Might Trigger you to DO something to Shift Culture?



**Are You
Frustrated?**



Closing Reminder



**MAKE EVERY
INTERACTION
COUNT**

Being the Change Changes the BEing.