

# Creating a Culture of Success



# What is a culture of Success?



# What is Success?

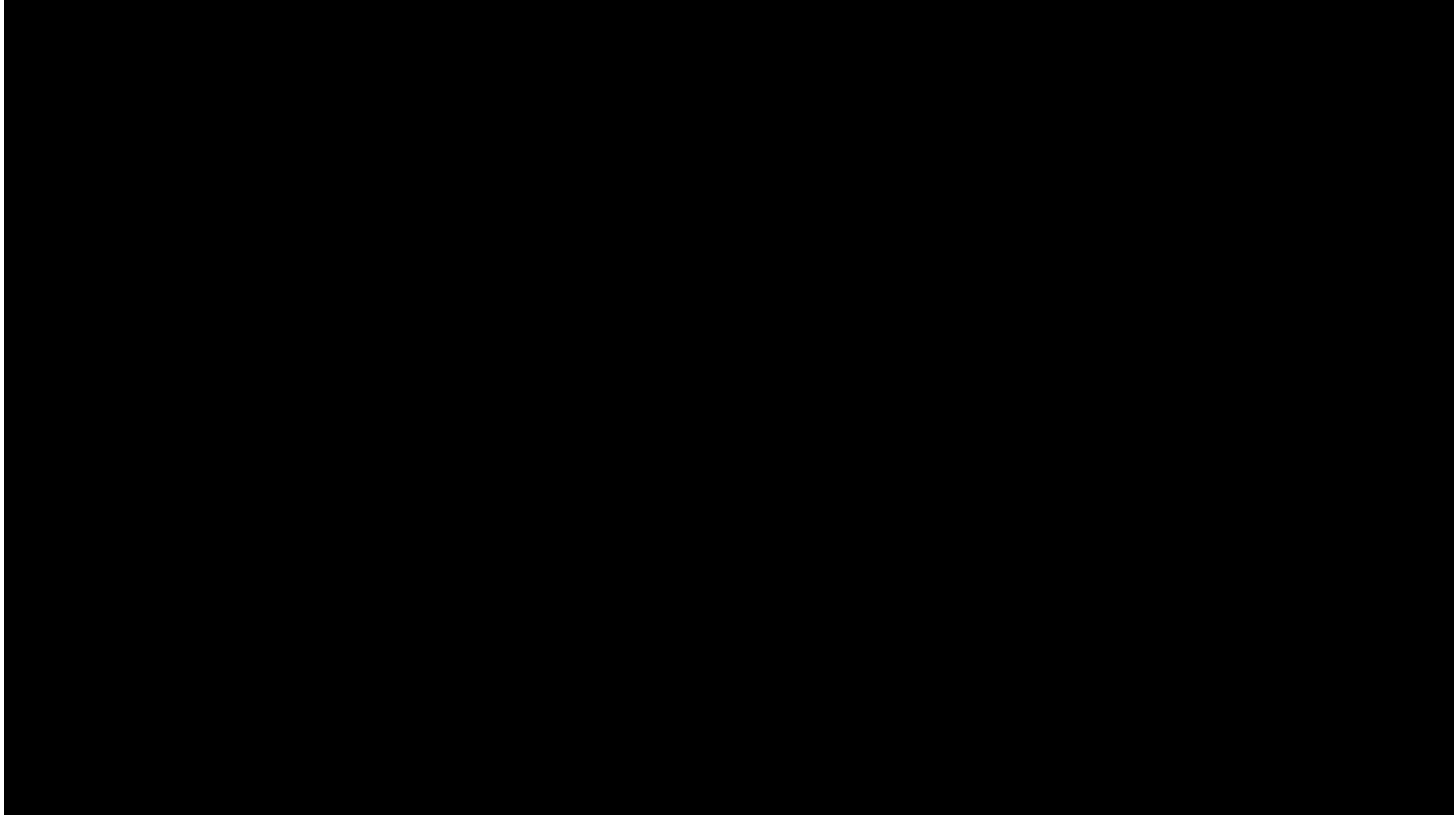
- ROI-Financial return
- Low Turnover
- Growth
- Developmental Opportunities
- Customer Satisfaction

*What else?*

# Lack of Success

- Chaos
- Restructuring
- Loss of market share
- Termination of operations
- Financial ruin

# Organizational Chaos



# How does Culture help?

- Employees are excited-engaged
  - They work harder
  - They stay longer
  - Companies are more successful!



# How do we describe culture?

- “a pattern of *shared basic assumptions* that a *group learned as it solved its problems* of external adaptation and integration, that has worked well enough to be considered *valid* and therefore taught to new members as the *correct way to perceive, think and feel* in relation to those problems.”

Edgar Schein

# More on Culture

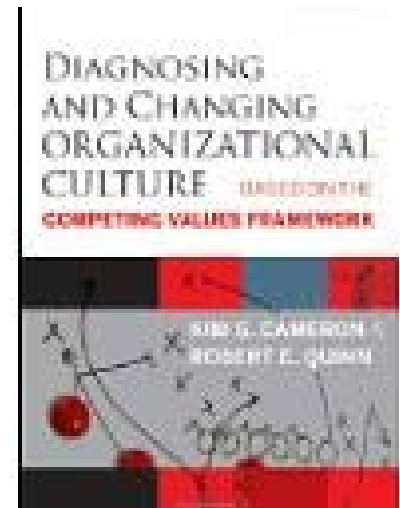
- *“the way we do things around here”*

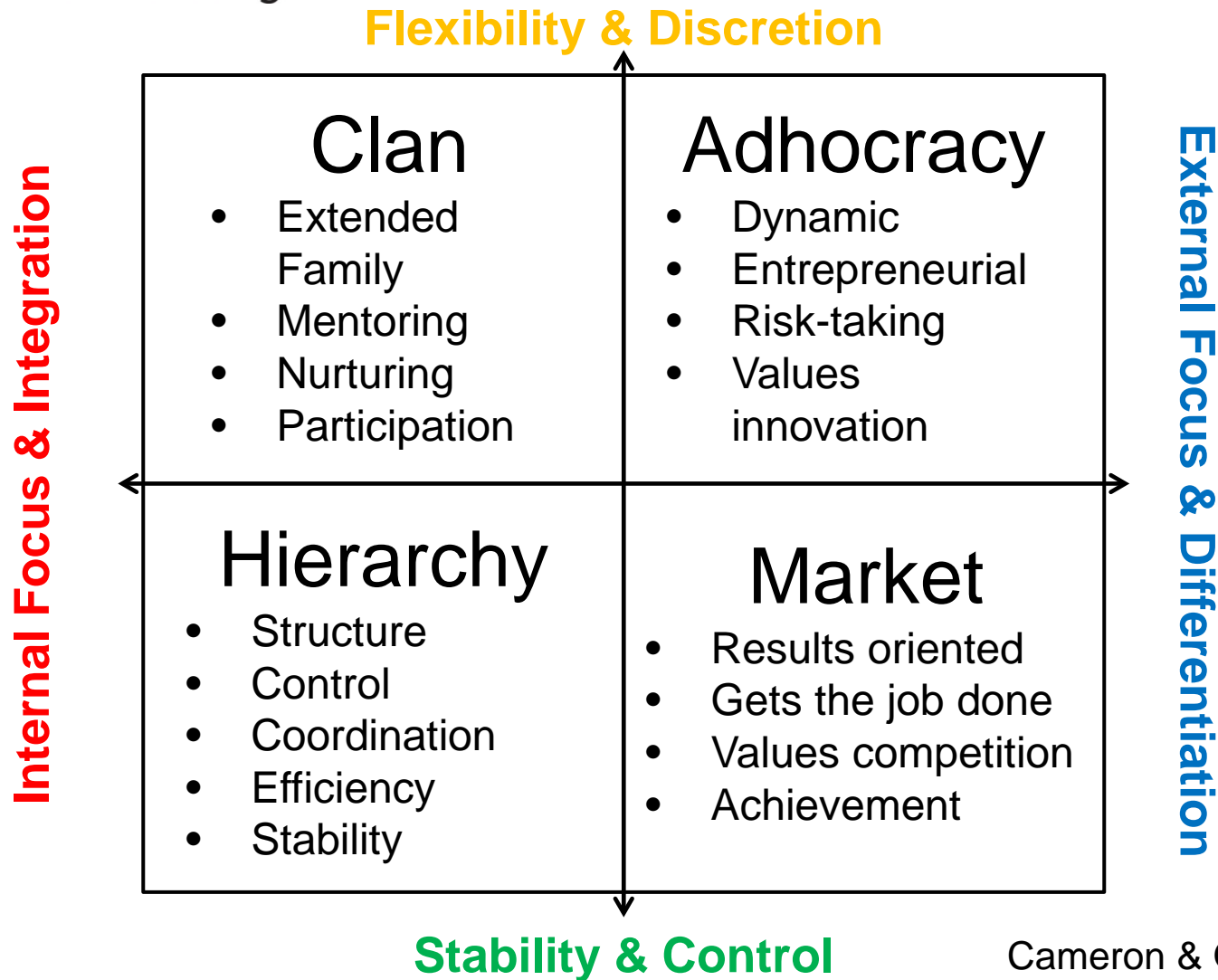
Terry Deal-Allen Kennedy



# Measuring Culture

- Kim Cameron and Robert Quinn (University of Michigan) have devised the OCAI to measure organizational culture in a qualitative manner
- They have four frames they use:
  - Clan
  - Adhocracy
  - Hierarch
  - market





Cameron & Quinn-OCAI

“We Speak Your Language”

# What should your culture be?

- That depends
  - Stage of the company
  - Future plans
  - Leadership
  - Internal/External factors



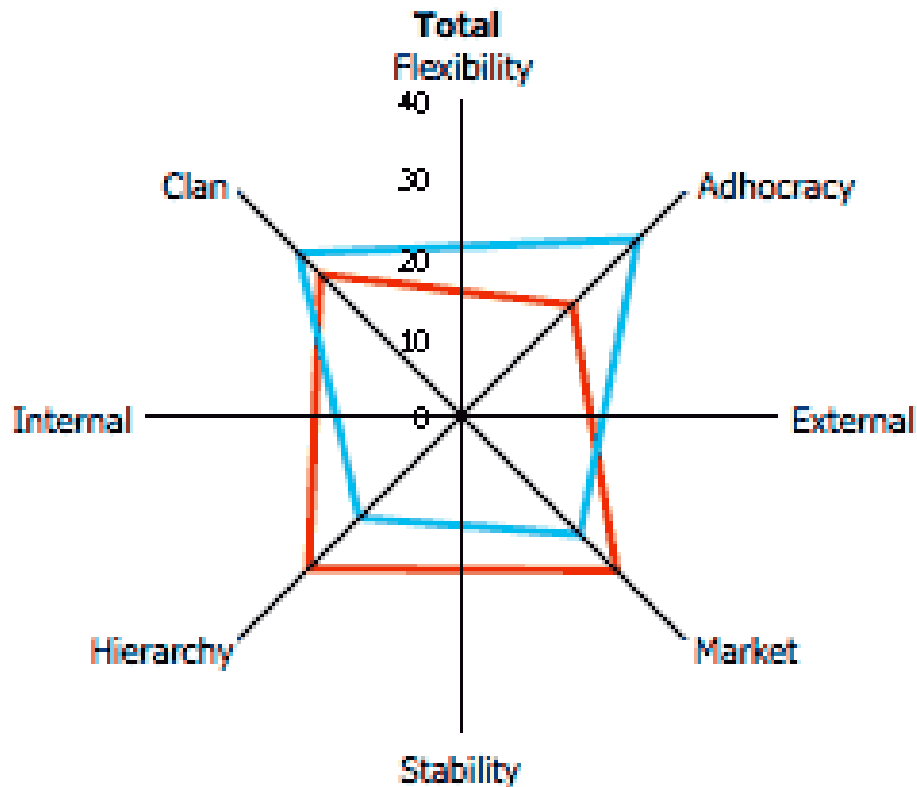
# Defining Culture

- OCAI method
  - Types of questions
    - Dominant characteristics
    - Organizational leadership
    - Management of employees
    - Organizational glue
    - Strategic emphasis
    - Criteria of success

# Question example

<b>5. Strategic Emphases</b>		<b>Now</b>	<b>Preferred</b>
<b>A</b>	The organization emphasizes human development. High trust, openness, and participation persist.		
<b>B</b>	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.		
<b>C</b>	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.		
<b>D</b>	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.		
	<b>Total</b>	<b>100</b>	<b>100</b>

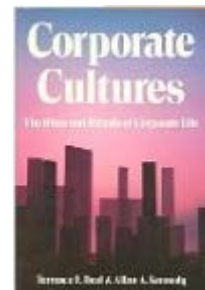
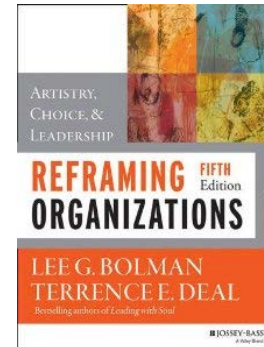
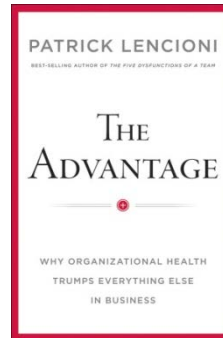
# Results



	now	preferred
clan	25.23	29.04
adhocracy	19.78	31.48
market	27.68	21.20
hierarchy	27.30	18.27

# More on Culture

- Bolman and Deal
  - Reframing Organizations
- Lencioni
  - The Advantage
- Schein
  - Organizational Culture & Leadership
- Deal & Kennedy
  - Corporate Cultures



# Four Frames

- **Structural**
  - Follow the rules
- **Human Resources**
  - What's good for the employees?
- **Political**
  - Allocation of scarce resources; power
- **Symbolic**
  - What does this mean?



# Organizational Culture

- Is both a product and a process
- Culture has many elements
  - Story
  - Myth
  - Practice
    - *What culture stories come to mind in your organization?*

# Culture in action

“We Speak Your Language”

# Moving ahead



- In order to be successful, we must understand our culture first.
  - Diagnosing culture is essential

# Cultures for success

- Fit is important
  - Organizational phase
  - Leadership
  - Strategy
  - **Vision**



# How can you utilize culture?

- **First**, understand your culture
- **Second**, engage others
- **Third**, gain agreement
- **Fourth**, move ahead
- **Fifth**, check your progress



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