Creating a Culture of Success

Talent Acquisition

Talent Development
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

“We Speak Your Language”
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
Flexibility & Discretion

Clan
- Extended Family
- Mentoring
- Nurturing
- Participation

Adhocracy
- Dynamic
- Entrepreneurial
- Risk-taking
- Values innovation

Hierarchy
- Structure
- Control
- Coordination
- Efficiency
- Stability

Market
- Results oriented
- Gets the job done
- Values competition
- Achievement

Internal Focus & Integration

External Focus & Differentiation

Stability & Control

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

#### 5. Strategic Emphases

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

```
<table>
<thead>
<tr>
<th></th>
<th>now</th>
<th>preferred</th>
</tr>
</thead>
<tbody>
<tr>
<td>clan</td>
<td>25.23</td>
<td>29.04</td>
</tr>
<tr>
<td>adhocracy</td>
<td>19.78</td>
<td>31.48</td>
</tr>
<tr>
<td>market</td>
<td>27.68</td>
<td>21.20</td>
</tr>
<tr>
<td>hierarchy</td>
<td>27.30</td>
<td>18.27</td>
</tr>
</tbody>
</table>
```

"We Speak Your Language"
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
“We Speak Your Language”
Dan Ryan
Principal
1550 West McEwen Drive
Suite 300  PMB 8
Franklin,TN  37067
615 202 0883  cell
615 656 3535  office
Dan@Ryansearch.net
http://ryansearch.net

“We Speak Your Language”