UNIT SUMMARY

What is the unit about?

Every organisation, whatever its size or history, has a culture (simply defined as 'the way we do things around here'). The culture of an organisation is based on assumptions and values about organisations, working life and relationships. These values influence the way people behave towards each other and customers, and how they relate to their work. There may be no such thing as a 'right' or 'wrong' culture. However, the culture of an organisation has to be in line with its overall vision and strategy. If culture and strategy do not match, it's unlikely the vision will be achieved.

For the purposes of this unit, an 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

Who is the unit for?

The unit is recommended for senior managers.

Links to other units

This unit is linked to a number of units in the overall suite of National Occupational Standards for Management and Leadership, particularly **B7. Provide leadership for your organisation, C3. Encourage innovation in your organisation, C4. Lead change, C5. Plan change, E7. Ensure an effective organisational approach to health and safety** and **F10. Develop a customer-focused organisation**.

Skills

Listed below are the main generic 'skills' that need to be applied in developing the culture of your organisation. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Thinking strategically
- Leading by example
- Learning
- Managing conflict
- Communicating
- Valuing and supporting others
- Monitoring
- Motivating
- Building consensus
- Influencing and persuading

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Agree values and assumptions that encourage behaviour that is consistent with your organisation's overall vision and strategy and the needs and interests of key stakeholders.

2. Make sure your personal behaviour, actions and words consistently reinforce these values and assumptions.

3. Communicate agreed values to people across your organisation and motivate them to put these into practice.

4. Put in place policies, programmes and systems to support agreed values.

5. Counter messages that conflict with agreed values.

6. Continuously monitor and adjust values and assumptions, and the way they are applied.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You constructively challenge the status quo and seek better alternatives.

2. You find practical ways to overcome barriers.

3. You show an awareness of your own values, motivations and emotions.

4. You show empathy with others' needs, feelings and motivations and take an active interest in their concerns.

5. You make time available to support others.

6. You clearly agree what is expected of others and hold them to account.

7. You create a sense of common purpose.

8. You deploy a range of legitimate strategies and tactics to influence people.

9. You recognise the opportunities presented by the diversity of people.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand:

General knowledge and understanding

1. The concept of culture as applied to organisations.

2. Different definitions of organisational culture.

3. The importance of values in underpinning individual and organisational performance.

4. Internal and external factors that influence organisational culture, including national cultures.

5. Different types of organisational culture.

6. The relationship between organisational culture, strategy and performance.

7. The principles and methods of managing culture change within organisations.

Industry/sector specific knowledge and understanding

1. Legal, regulatory and ethical requirements in your sector.

2. Dominant types of organisational culture in your sector and their strengths and limitations.

Context specific knowledge and understanding

1. Your organisation's vision and strategy.

2. Current organisational culture.

3. Values, assumptions and behaviours that are consistent and inconsistent with your vision and strategy.

4. Needs and interests of key stakeholders.

5. Effective methods of communicating values, and supporting the way they are applied in your organisation.

6. Effective ways of dealing with messages and behaviour that conflict with agreed values and assumptions.