



Leading Culture Change

Dimensions of Organisational Culture



“Culture resides in the hearts, souls and behaviours of our people”

Acknowledgements

WA's Individualised Services (WaiS) is committed to developing resources which support people, families and organisations to develop individualised, self-directed supports and services, at both a strategic and grass-roots practical level. This resource was developed as part of the WaiS Provider Development Program – Leading into the Future, Delivering Excellence in 2015/16, funded through the Disability Services Commission, Western Australia.

The Leading Culture Change resource, is designed with a practical focus, offering you a process to examine your organisational culture, as well as providing you with ideas and suggestions from provider's who participated in the program. WaiS would like to thank everyone who contributed to the development of this resource.

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Understanding Organisational Culture

What is Organisational Culture?

A theoretical definition – culture is:

Why think about Culture in the context of NDIS?

Where does Organisational Culture come from?

What does this mean for your Organisation?

Key characteristics of Organisational Culture in progressive human service organisations

What do the top 10 aspects of Organisational Culture look like in practice?

What is Organisational Culture?

The simplest way of thinking about organisational culture is that it defines “the way we (an organisation) are and how we behave and act together”.

A theoretical definition – culture is:

“A pattern of basic assumptions invented, discovered and developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid and is therefore taught to new members as the correct way to perceive, think about, and feel in relation to those problems” ~ Schein, 1990.

Why think about Culture in the context of NDIS?

Many good reasons exist for seeking to understand the culture of an organisation. It is particularly important where significant change is required. Organisations facing change need to know where they are now, where they are heading and need to devise and implement a route map for getting there. Shaping culture is a fundamental feature of leadership shaping a vision for the future. An organisation's culture can be one of its strongest assets or its biggest liability, and collectively, can have a significant impact on leading change in the Human Services Sector.

Culture doesn't happen by chance. It is conscious, deliberate and intentional.

Culture governs how an organisation reacts and responds to everyday events and to change. Prevalent, dormant and negative cultures become much more visible during change. They impact on who is attracted to, and works for an organisation; who is successful, and which initiatives and teams are successful. Culture makes a difference to whether business is done in conflict or cooperation, whether ideas are met with resistance or support and ultimately the impact on the delivery of outcomes for people, organisations and the service system.

This document provides organisations with a framework and tools for assessing and understanding organisational culture as well as for designing interventions to build and manage organisational cultures that best fit the change agenda.

Where does Organisational Culture come from?

Culture comes from three sources:

1. The attitudes, values, and beliefs of senior executives.
2. What gets measured, is seen to count and is rewarded as competence.
3. The past - norms, myths, beliefs, stories and behaviours formed through critical incidents and told onward in the form of organisational identity.

What does this mean for your Organisation?

What do you know about;

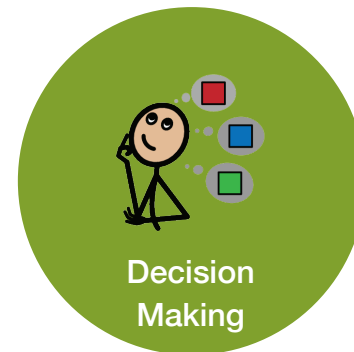
1. The attitudes, values, and beliefs of senior executives and people in leadership roles, and how these are demonstrated within the organisation?
2. What your Organisation measures, is seen to count and what is rewarded as competence?
3. The past norms, myths, beliefs, stories and behaviours that have developed through critical incidents that now shape the Organisations identity?

Key characteristics of Organisational Culture in progressive human service organisations

There are many aspects which are worth considering when examining the Culture of the organisation.

We have focused on the top 10 including:

1. Focus on the people who use services
2. Individual Performance
3. Communication
4. Leadership and Organisational Identity
5. Decision Making
6. Partnership
7. Participation
8. Innovation, continuous change and development
9. Conflict Management
10. Celebration and Fun



Leading Culture Change



Dimensions of Organisational Culture

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What do the top 10 aspects of Organisational Culture look like in practice?

1. Focus on people who use services

There is an active focus on delivering services that people want and need, a willingness and capacity to shape supports around people, and determined shift away from focus on service models to service design.

‘People are seen as people first’

There are clear systems in place for the voice of people who use services and their families to shape and influence decision making and planning at all levels of the organisation. There is evidence that the voice of people who use services shapes service delivery. Co-production is commonplace and expected. Supports are organised around people and not for administrative or economic convenience. Staff take time to understand the lives, aspirations and challenges of people they serve, and organisational decision making, responsibility and authority is devolved to be as close to the lives of people who use services as possible. There is a clear pathway that sets out what people who use services can and should expect from the organisation from the point of introduction through the organisation, delivery of support, and up to the point of regular service review.

2. Individual Performance

‘Staff are our most important asset – we value them, invest in them and help them be their best’

In a strong, accountable culture, individual performance is an important feature. Performance expectation is clear, and delivery of it is expected, monitored and rewarded. Swift action is taken whenever individuals or procedures seem to be unproductive.

Human resources are seen as and treated as a fundamental building block of organisational performance. Metrics and other feedback are routinely used and to ensure that the right people are selected and that the right people are in the right jobs at the right time. High value is placed on the workforce and significant effort and investment is made to ensure people develop their skills, confidence and knowledge. Learning is co-produced where possible alongside people with lived experience. Promotion decisions are fair, objective and transparent and good people can identify their value to the organisation. Praise, thanks and reward are used as ways to engage the workforce and a workforce plan is in place that sets out the investment the organisation makes in itself and its people annually.

Colleagues co-operate with each other to achieve standards of excellence and do not allow personal feelings or animosities to interfere. Individuals are well qualified for the jobs that they do and their technical knowledge is valued. The issue of professionalism is frequently discussed and regarded as an important asset.

3. Communication

‘We know what is going on and how we can contribute’

Leaders, managers, staff, people who receive support and families, communicate readily on an informal basis, and meetings are held when necessary. People say what they really think and information on future plans, is readily accessible and understood.

4. Leadership and organisational identity

‘We all know who we are and what we stand for’

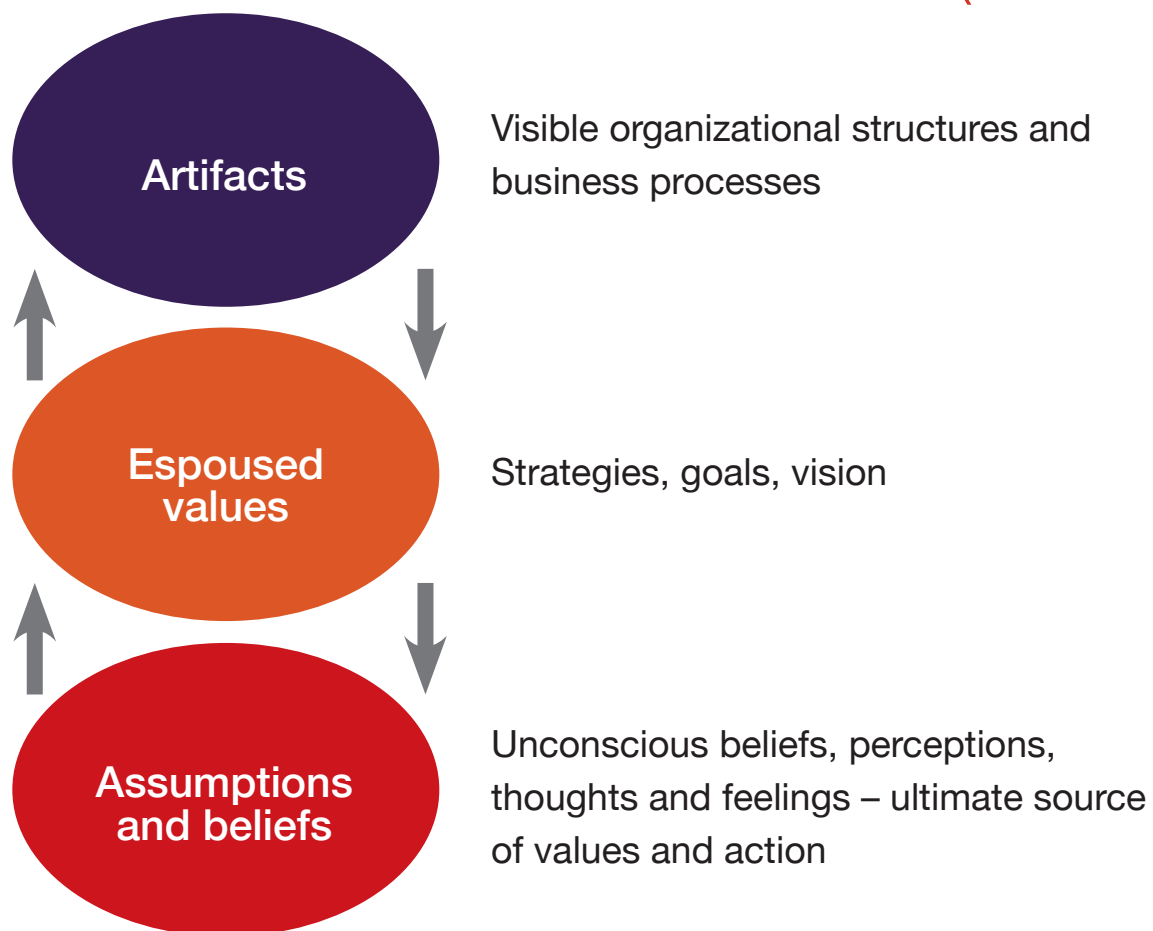
Leaders lead and are widely respected and noticed for their vision, expertise and direction setting. Decisions are understood, respected and implemented. Leaders communicate clearly the company vision, purpose and goals, and are intentional architects of organisational culture. There is an appropriate balance between leadership and managerial approaches with a clear understanding of and respect for the difference and importance of both.

There is a strong organisational identity (“who we are and what we stand for”) – to which the workforce is affiliated.

According to Edgar Schein, there are three levels of organisational culture. These levels are referred to as artefacts, espoused values, and basic underlying assumptions. The artefacts level is also called the surface level because it represents visual organisational structures and processes, such as physical layouts and dress codes. A great example is how finance systems are built and operated. Are they devolved, accurate, built and accounted for from the bottom up or does administrative convenience dominate? Espoused values are the middle level and are representative of organisational strategies, goals and philosophies e.g. the difference between whether it says it supports people who challenge or whose lives are chaotic VZ and organisation that is seen to stand by someone when others can't or won't.

The third and deepest level, basic underlying assumptions, manifests itself as automated responses and unconscious perceptions or opinions e.g. we say we are person centred but when tested staff are asked there is a lack of clarity about what expectations are placed on them that demonstrate that.

Three Levels of Culture (Schein)



The overall organisational mission, purpose and goals and direction are clearly understood by employees, wider stakeholders and people who are served by the organisation. Individual employee, team and divisional goals are in line with and contribute to the overall vision and direction for the company. Strong supervision and appraisal systems mean all employees understand the contribution they make to delivery. Individual and group performance targets, reward systems and training all emphasise the overall company objective and are designed to expedite its achievements.

5. Decision Making

‘We know and understand how decisions are made’

Decisions are made promptly and on the basis of the facts and the organisations values. People take responsibility for their decisions and are not penalised if the results are not as they expected. There are clear platforms and systems for reflecting on and reaping learning from critical incidents, mistakes and failures as well as success, and the workforce can name and identify what these are and their responsibility for participation.

6. Partnership

‘We understand that we can get further if we work together’

The organisation actively fosters and encourages people to develop positive and co-productive relationships with other organisations whose work compliments, or is necessary to support their own. Joint (interagency) respect and working together is highly encouraged and reinforced, and the workforce is supported to both understand and deliver expectations in this regard. The organisation takes an active part in, and provides support to building community.

7. Participation

‘Everyone knows how to have a say and is confident they will be listened to’

Ideas are welcomed from any level in the company, as well as people who receive support, and everyone's views are taken into account before important decisions are made. People say that their views matter and that they will be considered carefully and acted on if they are appropriate.

8. Innovation / continuous change and development

‘We are always trying new ways of working’

Time and money are committed to exploring new ideas, approaches to service delivery, organisational connections and networks, and sharing of knowledge and learning on a wide platform geared at whole systems improvements. Ideas and new approaches are encouraged from everyone in or served by the organisation, and there are always plenty forthcoming. The organisation will try radically new ideas at times, even if it is not guaranteed that they will work. New ideas and learning are evaluated to identify their benefit to the organisation and to people who use services, and there is evidence that the best in terms of outcome and impact, make it into wide and common practice.

9. Conflict Management

‘We support disagreement on the path to positive and productive outcomes’

People who work for and are supported by the organisation are encouraged to volunteer their views. Disagreement and difference is welcomed and interpreted as a positive attempt to improve things. If there is rivalry or tension between individuals, teams or divisions, then every effort is made, and support is provided to ensure that the outcome is positive and productive.

10. Celebration and Fun

People look forward to going to work and enjoy the work they do. They have a positive view of the workplace, their colleagues and the company's achievements. The company is intentional in building a sense of belonging and community through social and other events.

Understanding your current Organisational Culture

Overview of the process

Stage One: Understand the current culture

Stage Two: Exploring our preferred culture

Stage Three: Define our future culture

Stage Four: Develop a plan

Stage Five: Reviewing impact and reigniting
direction

Overview of the process

Culture rests in and between people, their behaviour and everyday interactions whether formal or informal. Simply put, the only way to understand organisational culture is to get out amongst people and actively listen to and gather their feedback, insights and stories without judgement. Therefore we have developed a simple process to assist you to examine your current Organisational Culture.

There are 5 stages to the process of Leading Culture Change

Stage 1. Understand the current culture

- Feedback
- Consultation

Stage 2. What's our preferred culture?

- Context
- Research

Stage 3. Our future culture

- Vision

Stage 4. Develop a plan

- Monitor and reward
- Celebrate
- Stop

Stage 4. Review and reignite

- Check in
- Develop
- Understanding
- What we change

Stage One: Understand the current culture

Preparation

A review of the existing organisational culture signals an interest in and intention to shape culture, so you may want to consider some of the following factors before getting started:

- Communicating why you want to explore the organisational culture and why you think it's important
- Setting out what the aspirations and expected outcomes of the work are
- Exploring how people will be involved and listened to
- Ensuring there is leadership commitment to act on findings, and that the commitment is decisive, focussed and transparent action as themes emerge
- Establishing a project team to carry out the stages of the work
- Engaging a consultant or outside project team to assist in gathering information

Researching the current culture

The project team will need to organise visits to different localities taking the opportunity to meet with groups of staff, people and families they serve, and wider stakeholders.

Your research can be organised and structured via 1:1 meetings, teams, small groups and large groups. The aim is to include as many people as possible within the level of resources available to the project team.

Getting feedback – some ideas

Below are some activities you can use to increase understanding of your workplace culture, to gain feedback on its strengths, and to identify areas for development.

1. **Unwritten/informal rules** – In teams or group work, this exercise helps people to identify the underlying elements of a workplace culture. Ask people to share three unwritten or informal rules that apply to their workplace culture. This can include anything they have picked up such as ‘what matters here is...’, “the way we do things here...” or “how we work together...”
2. **World Café** – The world café method is a structured process in which small and large groups can come together to consider a topic. Group work is spread over several tables with individuals and groups free to move between tables and topics. The activity and session can be structured around the top 10 culture areas. Participants would be invited to visit the tables that are focussed on discussion of aspects of organisational culture that they are interested in. The objective is to think about each cultural characteristic and note how it plays out in “this organisation”.

In a world café people can move in groups or as individuals from table to table and regular reminders are provided to all participants to move. Participants should be invited to contribute thoughts in writing – usually in thought bubbles on paper tablecloths. The process continues until people have had a chance to visit as many tables as possible. Participants are encouraged to read what others have written, reflect and talk and make their own contributions.

Once everyone on that table has written a thought bubble, move onto the next table where there is a different word or phrase. Repeat this process until each group has visited all the tables and gets back to the one they started on. Encourage people to read what others have written and to talk to each other about what the comments say and mean and what the implications are. If needed the café can be structured in two rounds with

the questions for participants or key characteristics of culture that are the focus of each table changing between round 1 and 2. It really helps if as many members of the project team as possible circulate the room and tables to get a strong feel for emerging themes and issues.

3. **Conducting an anonymous survey** – Confidential, anonymous surveys can give people the opportunity to respond to questions in a comfortable, safe environment at a time and location suitable to them. Surveys can be used to gain information from a variety of stakeholders in a cost effective, time efficient manner. Surveys allow organisations to collect data from a large number of respondents and assist in connecting with people who may otherwise be hard to contact or geographically remote. The survey can be structured around the top 10 aspects of organisational culture and used to gain real insight to how people view your current culture and what needs to be different. We suggest using the WaiS Survey Monkey template to record answers, or printable template at the back of this workbook.
4. **Structured conversations / focus groups** – Structured conversations and focus groups provide an opportunity for the project team to frame and ask questions about the top 10 aspects of organisational culture. They can also be used to gain a deeper understanding of themes and issues as they emerge.

Focus groups organised to get feedback on the top 10 organisational culture areas, should concentrate on specific discussion topics. This could be done by taking a small number of the top 10 areas, and exploring the following questions for each.

Example: Communication

- 1) How would you rate where our organisational culture is now?
 - a. Poor
 - b. Average
 - c. Good
 - d. Very Good
 - e. Excellent


- 2) What do the ratings around the room tell us about our current approach to, and performance in this cultural characteristic?
- 3) What is the key learning for the organisation arising from this discussion?
- 4) What action might be relevant in either sustaining, improving or changing our approach and performance in this area?
- 5) What do we need to make that happen? What will we need to do differently?

Capturing your learning

It is really important that the project team capture the feedback from this stage and throughout each activity. We suggest using the template (Appendix 2, in the resources section) to record your learning.

Understanding the Current Culture – Appendix 2

Date completed..... On behalf of (group):.....



Cultural characteristic	Where are we now? (a-e)	What the ratings tell us about approach and performance	Learning from this	What needs to be different?	Possible actions
1. Focus on people who use services					
2. Individual performance					
3. Communication					
4. Leadership and organisational identity					
5. Decision making					
6. Partnership					
7. Participation					
8. Innovation, continuous change and development					
9. Conflict Management					
10. Celebration and Fun					

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Stage Two: Exploring our preferred culture

Presenting the finding from stage one is important to help leaders understand how the current culture works. Next is a job for senior leaders, Executives and the Board. It may take a series of meetings to resolve, debate and make decisions, and needs to link with other work within the organisation, including organisational strategy, budgets or other key strategic activities.

The task is to build on stage one, by exploring the 10 areas in more detail. These conversations aim to unpack the findings, ideas and suggestions made in stage one, to find areas that the group are keen to pursue further – this may be due to the feedback being particularly strong, or the impact of the focus area being significant at this time.

Capturing your learning

It is really important that the team capture the feedback from this stage and throughout each activity. We suggest using the template (Appendix 3, in the resources section) to record your learning.

Stage 2. Exploring our preferred culture – Appendix 3		
Date completed.....		On behalf of (group):.....
Cultural characteristic	What needs to be different?	We are keen to pursue. Initial opportunities for action (early wins)
1. Focus on people who use services		
2. Individual performance		
3. Communication		
4. Leadership and organisational identity		
5. Decision making		
6. Partnership		
7. Participation		
8. Innovation, continuous change and development		
9. Conflict Management		
10. Celebration and Fun		

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Stage Three: Define our future culture

Exploring the culture you are aiming for

Senior Leaders, the Executive and the Board should now be in a position to articulate what they want the future culture to look, feel and behave like. They are aiming to produce a statement on a future vision for the operational culture for the organisation. This will enable them to develop a plan of action for shifting the culture from where it is now to match the vision statement.

The future vision

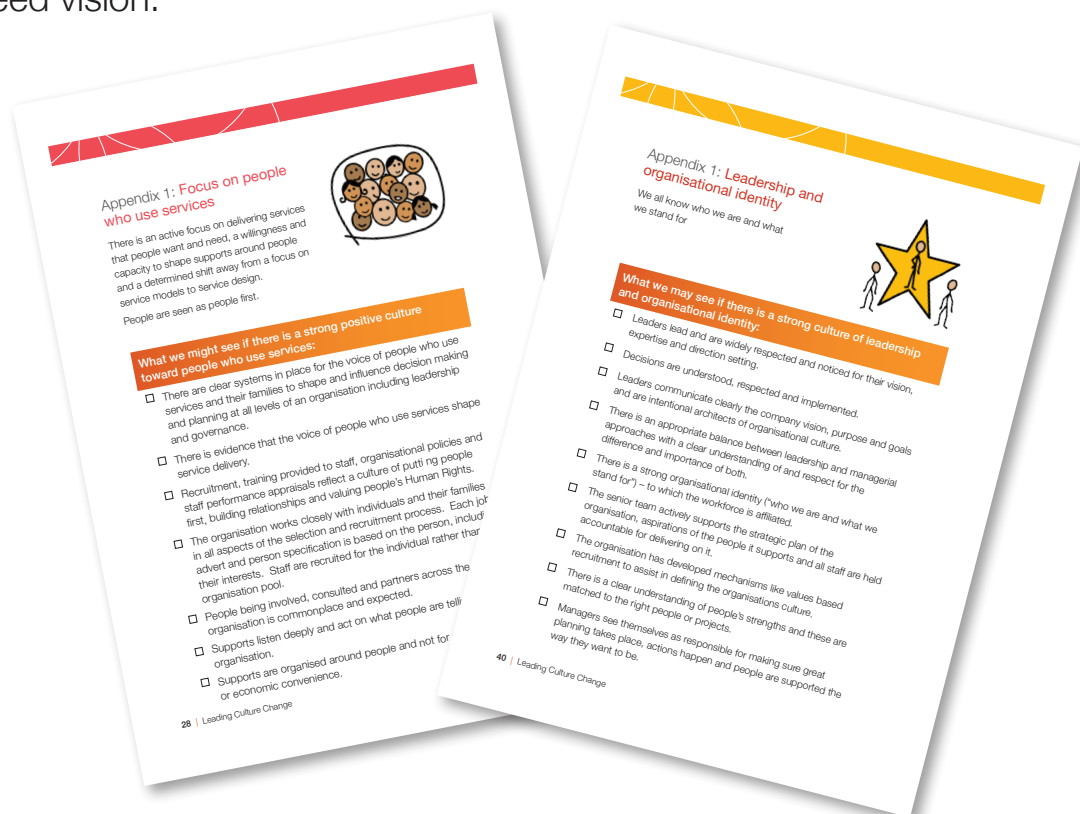
The vision needs to be clearly articulated and easy for everyone to understand what it will look like, and how people can contribute. It also needs to be clear enough for people to recognise when behaviour is not coherent with the vision.



Stage Four: Develop a plan

Ideas of how to get there

In partnership with many Human Service Providers WAI S has outlined in each cultural characteristic area, what a strong and positive culture might look like in practice. It is important that your group explore these suggestions and decide together on what actions you believe will achieve your organisations agreed vision.



Implementing the plan

People have told us that Senior Managers are the architects of culture and cultural change, and their commitment, buy in, passion and determination is vital in gaining traction and momentum in any transformational change. Walking the talk and selling the message on a face to face basis is vital to ensuring buy in and commitment on a wide scale.

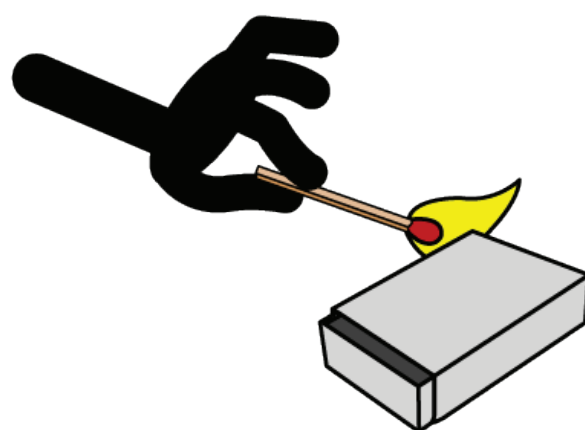
What Senior Managers say, notice, reward, monitor, scrutinize, sanction and stop are all highly visible at this point and most noticeably the workforce, people supported and wider stakeholder group will be attentive to both consistencies and inconsistencies between words and actions.

Conscious collective effort to align the two should be the focus of senior leadership discussions and challenge both between one another and between themselves and the people they manage. Accountability for delivery has to be high and systems for monitoring performance and delivery attuned to celebrating important “wins” and responding to and acting on messages that suggest managers and others are either acting out of line, inconsistently or sabotaging the stated new direction. People need to see that the new culture is both intentional and matters.

Stage Five: Reviewing impact and reigniting direction

This is not the final step in the effort to create cultural change but rather it is the first place at which Senior Managers can draw breath and seriously test progress on their journey.

Step five should be scheduled for approximately one year following implementation of the plan of action for shifting the culture from where it is now to match the vision statement. Any of the stages can be repeated. Once again the objective is to understand the prevailing culture as it is now, gather perspectives on how it needs to change, drawing up an action plan for the delivery of that change and implementing it.

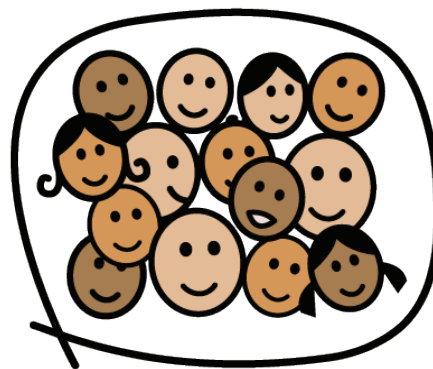


Resources

Focus on people who use services

There is an active focus on delivering services that people want and need, a willingness and capacity to shape supports around people and a determined shift away from a focus on service models to service design.

People are seen as people first.



What we might see if there is a strong positive culture toward people who use services:

- ☐ There are clear systems in place for the voice of people who use services and their families to shape and influence decision making and planning at all levels of an organisation including leadership and governance.
- ☐ There is evidence that the voice of people who use services shape service delivery.
- ☐ Recruitment, training provided to staff, organisational policies and staff performance appraisals reflect a culture of putting people first, building relationships and valuing people's Human Rights.
- ☐ The organisation works closely with individuals and their families in all aspects of the selection and recruitment process. Each job advert and person specification is based on the person, including their interests. Staff are recruited for the individual rather than an organisation pool.
- ☐ People being involved, consulted and partners across the organisation is commonplace and expected.
- ☐ Supports listen deeply and act on what people are telling the organisation.
- ☐ Supports are organised around people and not for administrative or economic convenience.

- ☐ Staff take time to understand the person, their life, history, aspirations and challenges of people they serve and organisational decision making, responsibility and authority is devolved to be as close to the lives of people who use services as possible.
- ☐ There is a clear pathway that sets out what people who use services can and should expect from the organisation from the point of introduction through the organisation and delivery of support and up to the point of regular service review. This may include providing detailed costs for each individual supported and for people who may want to buy services or products.
- ☐ Person centred practices inform all activities of the organisation including their back office functions and finance.
- ☐ Staff talk in ways that are understood by all people using the service. e.g. despite language barriers.

What we may see if there is an issue:

- ☐ People get what the service can deliver rather than what is needed.
- ☐ People's needs become secondary to the organisational policy/needs.
- ☐ People not being heard, validated, understood or their most critical and fundamental needs met - which includes friendship, belonging and community.
- ☐ Dissatisfaction with service and action not being taken on complaints or issues.
- ☐ Services are focused solely on what's important FOR a person's health and wellbeing and doesn't include what's important TO the person.
- ☐ Little feedback.
- ☐ Miscommunication of information to families.
- ☐ Support tasks focus on keeping people healthy and safe and staff think that is their primary responsibility.

Focus on people who use services

How would you rate where the organisational culture is now?

- ☐ Poor
- ☐ Average
- ☐ Good
- ☐ Very Good
- ☐ Excellent

Please provide some examples of practices that support your rating?

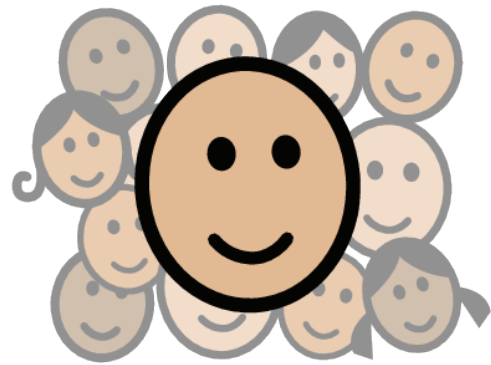
Focus on people who use services

What could be different?

[illegible]

Individual Performance

Staff are our most important asset – we value them, invest in them and help them be their best.



What we may see if there is a strong focus on Individual performance:

- ☐ Individual performance is seen as an important feature.
- ☐ Performance expectation is clear, and delivery of it is expected, monitored and rewarded.
- ☐ Swift action is taken whenever individuals or procedures seem to be unproductive.
- ☐ Staff receive regular coaching and mentoring.
- ☐ Staff receive regular appraisals and supervision sessions.
- ☐ The organisation creates environments which are open to being challenged and questioned.
- ☐ Feedback from people and families regarding staff result in positive changes across the organisation.
- ☐ Before staff supervision and appraisal, the person being supported (and/or family) is asked about the how the support worker is performing and the supervision and appraisal is focused on how to deliver the best service to the person being supported.

What we may see if there is an issue:

- ☐ Lack of teamwork.
- ☐ Complaints and serious incidents occur but are not followed up.
- ☐ Poor performance is ignored or not managed.
- ☐ Feedback from people and families of poor service results in no change.
- ☐ Confusion about roles and responsibilities.
- ☐ Lack of outcomes for people.
- ☐ Staff support, supervision and appraisal is based on the managers feedback only.

Individual Performance

How would you rate where the organisational culture is now?

- ☐ Poor
- ☐ Average
- ☐ Good
- ☐ Very Good
- ☐ Excellent

Please provide some examples of practices that support your rating?

Individual Performance

What could be different?

[illegible]

Communication

We know what is going on and how we can contribute



What we may see if there is a strong culture of communication:

- ☐ There is a clear and consistent approach to communication, developed in consultation with people and families.
- ☐ Integrity and credibility is expected and valued at all levels in the organisation.
- ☐ Leaders, managers, staff, people who receive support and families communicate readily on an informal basis and meetings are held when necessary.
- ☐ People say what they really think and information on future plans, is readily accessible and understood.
- ☐ Communication is provided in a range of formats to meet different peoples needs.
- ☐ Communication strategies ensure the same key message is received by all.

What we may see if there is an issue:

- ☐ Dissatisfaction / high staff turnover.
- ☐ Jargon / service talk.
- ☐ Miscommunication or single reliance on one format of communication e.g. written.
- ☐ Conflict.
- ☐ People leaving the organisation.
- ☐ Lack of action.
- ☐ Lack of willingness to participate.
- ☐ People report feeling powerless.

Communication

How would you rate where the organisational culture is now?

- ☐ Poor
- ☐ Average
- ☐ Good
- ☐ Very Good
- ☐ Excellent

Please provide some examples of practices that support your rating?

Communication

What could be different?

[illegible]

Leadership and organisational identity

We all know who we are and what we stand for



What we may see if there is a strong culture of leadership and organisational identity:

- ☐ Leaders lead and are widely respected and noticed for their vision, expertise and direction setting.
- ☐ Decisions are understood, respected and implemented.
- ☐ Leaders communicate clearly the company vision, purpose and goals and are intentional architects of organisational culture.
- ☐ There is an appropriate balance between leadership and managerial approaches with a clear understanding of and respect for the difference and importance of both.
- ☐ There is a strong organisational identity (“who we are and what we stand for”) – to which the workforce is affiliated.
- ☐ The senior team actively supports the strategic plan of the organisation, aspirations of the people it supports and all staff are held accountable for delivering on it.
- ☐ The organisation has developed mechanisms like values based recruitment to assist in defining the organisations culture.
- ☐ There is a clear understanding of people’s strengths and these are matched to the right people or projects.
- ☐ Managers see themselves as responsible for making sure great planning takes place, actions happen and people are supported the way they want to be.

Examples of what we may see if there is an issue:

- ☐ Lack of respect for leadership and/or the organisation.
- ☐ Fear or mistrust of leaders and/or the organisation.
- ☐ Poor communication across organisation.
- ☐ Lack of clarity and direction.
- ☐ Leaders not leading by example.
- ☐ Lack of accountability across the organisation in delivering services that meet the aspirations of the people it supports.
- ☐ Lack of willingness to participate.
- ☐ People report feeling powerless.

Leadership and organisational identity

How would you rate where the organisational culture is now?

- ☐ Poor
- ☐ Average
- ☐ Good
- ☐ Very Good
- ☐ Excellent

Please provide some examples of practices that support your rating?

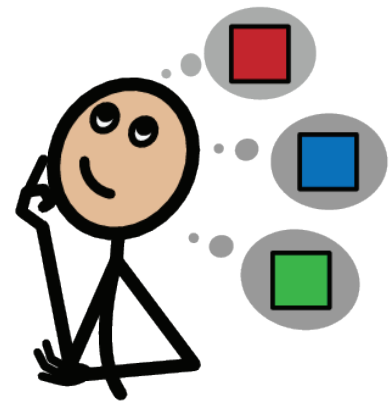
Leadership and organisational identity

What could be different?

[illegible]

Decision Making

We know and understand how decisions are made



What we may see if there is a strong culture of decision making:

- ☐ Decisions are made through deliberate, honest and respectful conversations about what matters.
- ☐ Leaders bring the language of values and ethics to life in every decision-making conversation.
- ☐ Decisions are made promptly and on the basis of the facts.
- ☐ People take responsibility for their decisions and are not penalised if the results are not as they expected.
- ☐ There are clear platforms and systems for reflecting on, and reaping learning from critical incidents, mistakes and failures as well as success, and the workforce can name and identify what these are and their responsibility for participation.
- ☐ The organisation's vision is used as the reference point to make decisions and solve problems.
- ☐ Positive risk taking is rewarded and we accept that this will not always be successful.
- ☐ Person-centred reviews help the organisation to evaluate if they are meeting people's outcomes and what needs to be changed in the way they work and support people.
- ☐ The organisation provides feedback to people about decisions in ways that make sense for them.

Examples of what we may see if there is an issue:

- ☐ Decision making is too far away from people and families.
- ☐ Reactionary decision making is made without all the facts.
- ☐ There is uncertainty around decisions made and/or decisions are not communicated to all parties.
- ☐ Decisions made based on assumptions rather than involvement.
- ☐ Inconsistency / people don't know where they stand.
- ☐ A lack of trust in decisions.

Decision Making

How would you rate where the organisational culture is now?

- ☐ Poor
- ☐ Average
- ☐ Good
- ☐ Very Good
- ☐ Excellent

Please provide some examples of practices that support your rating?

Decision Making

What could be different?

[illegible]

Partnership

We understand that we can get further if we work together



What we may see if there is strong focus on partnerships:

- ☐ The organisation actively fosters and encourages its' people to develop positive and co-productive relationships with other organisations whose work compliments, or is necessary to support their own work.
- ☐ Joint (interagency) respect and working in collaboration is highly encouraged, and the workforce is supported to both understand and deliver expectations in this regard.
- ☐ The organisation takes an active part in and provides support to building community.
- ☐ The organisation has a clear commitment and focus on community and understands the importance of working alongside the entire community to effectively support people to become citizens.

Examples of what we may see if there is an issue:

- ☐ Less choice / collaboration / innovation / learning between stakeholders.
- ☐ Duplication of efforts to achieve the same outcomes.
- ☐ Miscommunication between partnerships.
- ☐ Silos with conflict and or blame.
- ☐ Service Land happening.
- ☐ Lack of support for person to coordinate all of the people involved in the persons life.
- ☐ Lack of innovation in the organisation.
- ☐ Competition at the expense of learning and collaboration.
- ☐ Less fun, less ideas, sharing, more isolated, fewer friendships / colleagueship's, fewer opportunities for networking.
- ☐ The benefits of working together in partnership are not recognised or celebrated.

Partnership

How would you rate where the organisational culture is now?

- ☐ Poor
- ☐ Average
- ☐ Good
- ☐ Very Good
- ☐ Excellent

Please provide some examples of practices that support your rating?

Partnership

What could be different?

[illegible]

Participation

Everyone knows how to have a say and is confident they will be listened to



What we may see if there is a strong culture of participation:

- ☐ Ideas are equally welcomed from staff at all levels in the organisation, and from people who receive support.
- ☐ Everyone's views are taken into account before important decisions are made.
- ☐ People say that their views matter, and that they will be considered carefully and acted on.
- ☐ There is a clear and demonstrated commitment and focus on community, and understanding of the importance of working alongside the entire community to effectively support people to become citizens.
- ☐ The organisation works closely with individuals and their families in the selection, recruitment and training process. People are as involved as much or as little as they want to be with some people leading all aspects of the process with appropriate support.
- ☐ Policies and procedures are developed and reviewed with people who use the services, families and staff.
- ☐ Services are evaluated in partnership with individuals, families, staff and stakeholders and information from this is shared in ways that make sense to them.

Examples of what we may see if there is an issue:

- ☐ Lack of communication or single reliance on one format e.g. written.
- ☐ A small group of contributors.
- ☐ Segregation / isolation is felt.
- ☐ Lack of flexibility.
- ☐ Pockets of good service/support that is not replicated across the organisation.
- ☐ People doing their own thing not linked to the organisation.
- ☐ Lack of buy-in.
- ☐ Dysfunctional teamwork

Participation

How would you rate where the organisational culture is now?

- ☐ Poor
- ☐ Average
- ☐ Good
- ☐ Very Good
- ☐ Excellent

Please provide some examples of practices that support your rating?

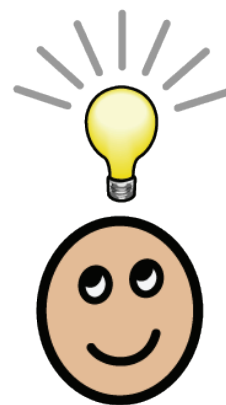
Participation

What could be different?

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Innovation/continuous change and development

We are always trying new ways of working



What we may see if there is a strong culture of innovation and continuous change and development:

- ☐ Time and money are committed to exploring new ideas, approaches to service delivery, organisational connections and networks and sharing of knowledge and learning on a wide platform geared at whole systems improvements.
- ☐ Ideas and new approaches are encouraged from everyone in or served by the organisation and there are always plenty forthcoming.
- ☐ The organisation will try radically new ideas at times, even if it is not guaranteed that they will work.
- ☐ New ideas and learning are evaluated to identify their benefit to the organisation and to people who use services and there is evidence that the best, in terms of outcome and impact, make it into wide and common practice.
- ☐ Services are regularly evaluated for opportunities to change or develop and people who use the service, families, staff, stakeholders contribute to what is working and not working.

Examples of what we may see if there is an issue:

- ☐ The organisation doesn't grow / progress using old practices – not best practice.
- ☐ The organisation remains rigid in its thinking e.g. 'this is what we've always done'.
- ☐ Mundane services / not suited to individuals.
- ☐ It gets even harder to change.
- ☐ People not developing or progressing. Outcomes not being achieved.
- ☐ Complacency / boredom.
- ☐ Self- reflection not encouraged or celebrated.

Innovation/continuous change and development

How would you rate where the organisational culture is now?

- ☐ Poor
- ☐ Average
- ☐ Good
- ☐ Very Good
- ☐ Excellent

Please provide some examples of practices that support your rating?

[illegible]

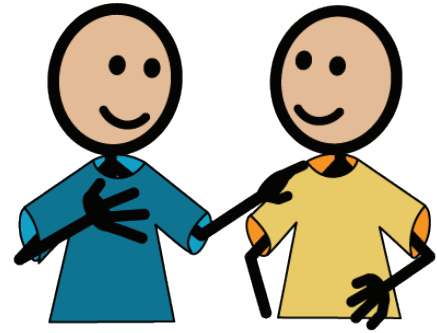
Innovation/continuous change and development

What could be different?

[illegible]

Conflict Management

We support disagreement to positive and productive outcomes



What we may see if there is a focus on conflict management:

- ☐ People who work for, and are supported by the organisation, are encouraged to volunteer their views.
- ☐ Disagreement and difference is welcomed and interpreted as a positive attempt to improve things.
- ☐ If there is rivalry or tension between individuals, teams or divisions, then every effort is made, and support is provided, to ensure that the outcome is positive and productive.

If there is rivalry or tension between individuals, teams or divisions, then every effort is made, and support is provided, to ensure that the outcome is positive and productive.

- ☐ Gossiping.
- ☐ Bullying / harassment increasing.
- ☐ Lack of communication.
- ☐ Low morale.
- ☐ Increased staff turnover.
- ☐ Lack of team cohesion.
- ☐ Unclear understanding of roles and responsibilities.
- ☐ Outcomes for people are not achieved due to turnover, lack of team cohesion, poor communication etc.
- ☐ Pockets of bad service/support that reflects conflicts rather than the organisation vision.
- ☐ Breakdown in service provision.
- ☐ Unhelpful behaviours.

Conflict Management

How would you rate where the organisational culture is now?

- ☐ Poor
- ☐ Average
- ☐ Good
- ☐ Very Good
- ☐ Excellent

Please provide some examples of practices that support your rating?

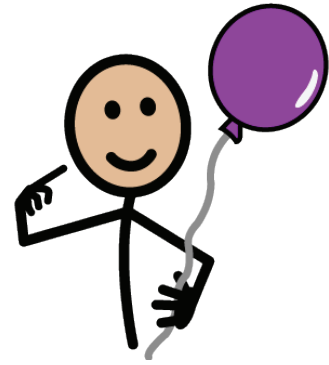
Conflict Management

What could be different?

[illegible]

Celebration and Fun

We support disagreement to positive and productive outcomes



What we may see if there is a strong culture of Celebration and fun:

- ☐ People look forward to going to work and enjoy the work they do and this is noticed by other people, families and stakeholders.
- ☐ They have a positive view of the workplace, their colleagues and the organisation's achievements.
- ☐ The organisation is intentional in building a sense of belonging and community through social and other events.
- ☐ Opportunities for celebration of success are encouraged.

Examples of what we may see if there is an issue:

- ☐ High absenteeism / sick leave.
- ☐ High turnover of staff.
- ☐ Low morale.
- ☐ Poor performance.
- ☐ Unhappy customers.
- ☐ No team building opportunities, increasingly casualised workforce.
- ☐ Poor staff retention.
- ☐ Less creativity.
- ☐ Perceived unprofessionalism.
- ☐ Lack of diversity within the workforce.
- ☐ Stress / tension.
- ☐ Rudeness is contagious.
- ☐ Negativity.

Celebration and Fun

How would you rate where the organisational culture is now?

- ☐ Poor
- ☐ Average
- ☐ Good
- ☐ Very Good
- ☐ Excellent

Please provide some examples of practices that support your rating?

Celebration and Fun

What could be different?

[illegible]



Understanding the Current Culture – Appendix 2

Date completed.....

On behalf of (group):.....

Cultural characteristic	Where are we now? (a-e)	What the ratings tell us about approach and performance	Learning from this	What needs to be different?	Possible actions
1. Focus on people who use services					
2. Individual performance					
3. Communication					
4. Leadership and organisational identity					
5. Decision making					
6. Partnership					
7. Participation					
8. Innovation, continuous change and development					
9. Conflict Management					
10. Celebration and Fun					

Stage 2. Exploring our preferred culture – Appendix 3

Date completed.....

On behalf of (group):.....

Cultural characteristic	What needs to be different?	We are keen to pursue. Initial opportunities for action (early wins)
1. Focus on people who use services		
2. Individual performance		
3. Communication		
4. Leadership and organisational identity		
5. Decision making		
6. Partnership		
7. Participation		
8. Innovation, continuous change and development		
9. Conflict Management		
10. Celebration and Fun		

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Notes

[illegible]

