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# Ignite: Exploring the Relationship Between Organizational Culture and Performance

Kate Kingery, director of consulting



# About the Office of Strategic Consulting

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## Office of Strategic Consulting

Internal UW–Madison consulting office

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Partners with academic and administrative units across campus to enhance organizational effectiveness

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Provides services to support strategic initiatives, change, and improvement efforts while also helping others build knowledge and skills

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### **Services:**

Strategic planning, process improvement, organization design, enhancing culture and climate, leadership coaching, change management, and project management & delivery

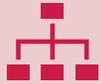
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### **More Information:**

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# Outline for Today



Characteristics of a High Performing Organization



Definition of Organizational Culture



Differences Between Organizational Climate and Culture

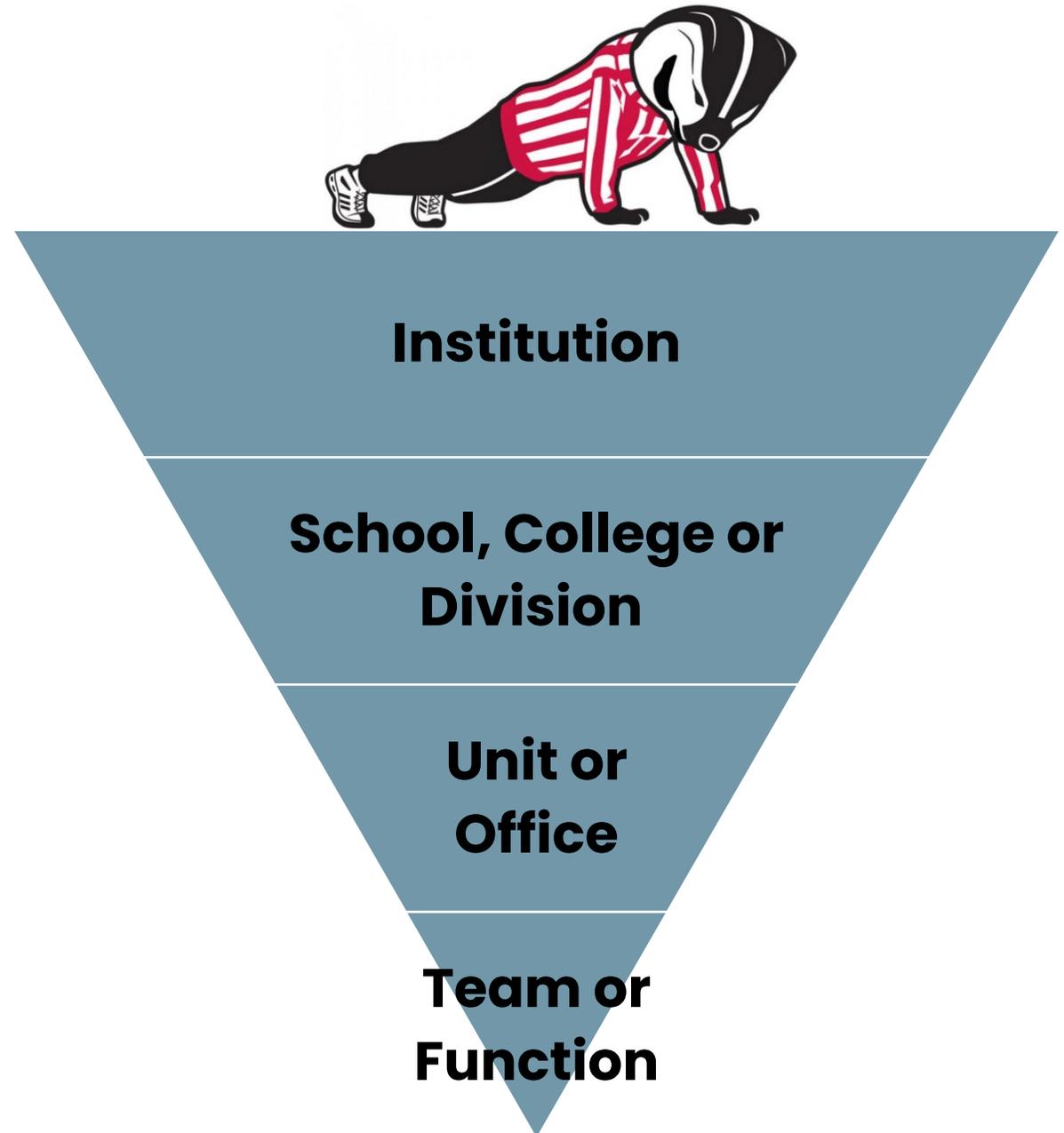


Processes for Influencing Organizational Culture

# What's an organization?

Any group of people with a practical purpose.

We can think about organizations narrowly or broadly.



# High Performing Organizations



“Culture eats strategy for breakfast.”

– Peter Drucker, Management Consultant

“Culture is about performance and making people feel good about how they contribute to the whole.”

– Tracy Streckenbach, Founder & Investor

“Culture is simply a shared way of doing something with a passion.”

– Brian Chesky, CEO, Airbnb

“Performance more often comes down to a cultural challenge, rather than simply a technical one.”

– Lara Hogan, Coach, Tech Industry

# Dimensions of Organizational Culture



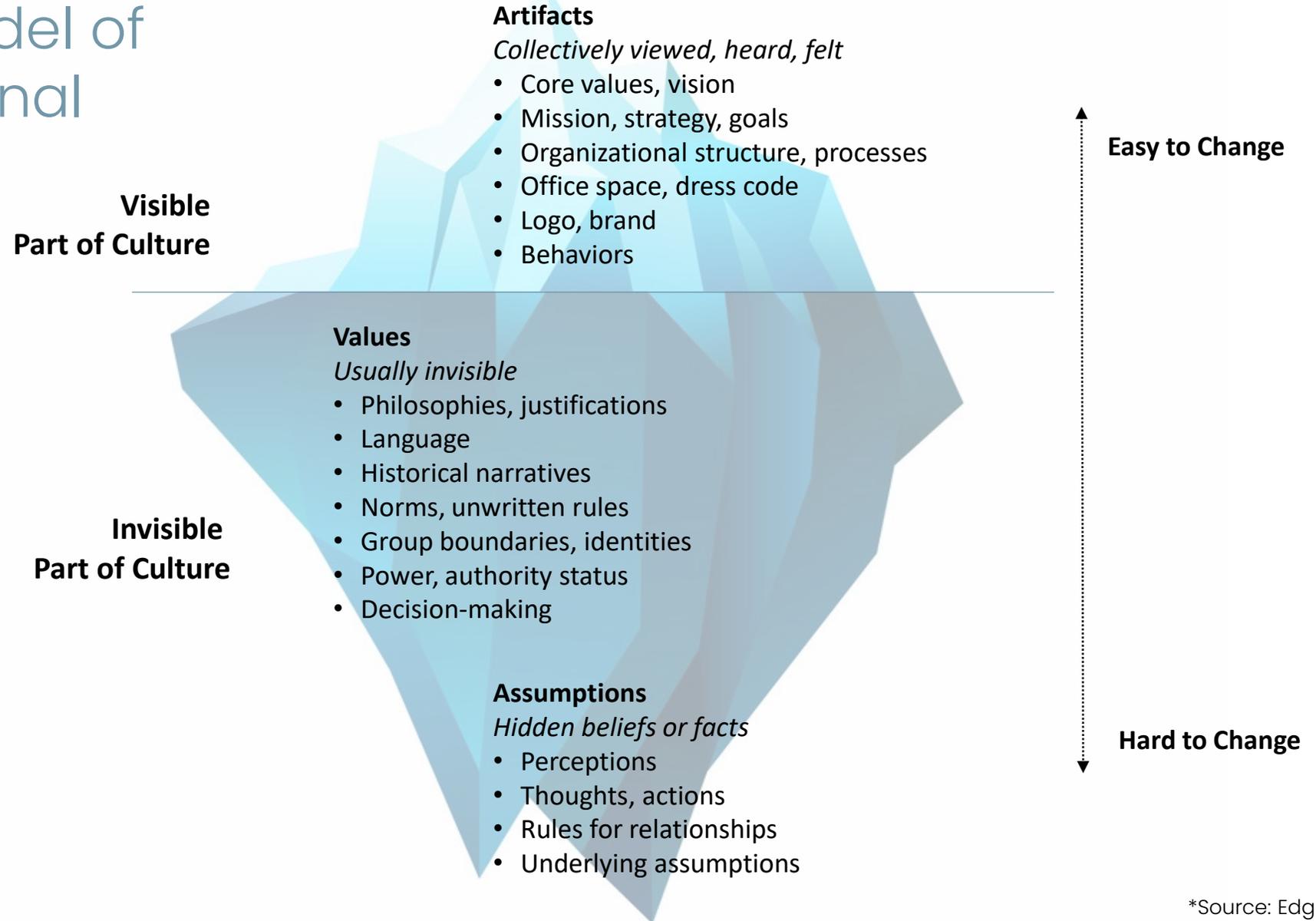
- Behaviors
- Observable patterns
- Collaboration
- Stories
- Collective thinking
- Reflects society
- Variable
- Dynamic
- Diverse

Source: Watkins, M. (2013, May 15). What is organizational culture? And why should we care? Harvard Business Review. <https://hbr.org/2013/05/what-is-organizational-culture>.

# Elements of Organizational Culture

- Values statements
  - Acronyms
  - Brand or logo
  - How decisions get made
  - Who speaks up at meetings
  - How people are praised
  - Stories people tell
  - Where people do their work
- The way people dress
  - How people feel included (or not)
  - How information is shared
  - Who gets hired
  - Look or feel of office space
  - Support for taking time off
  - Diversity of staff or teams
  - How people express gratitude

# Iceberg Model of Organizational Culture\*



\*Source: Edgar Schein

# Organizational Climate Versus Culture

## Organizational Climate

- Combined perceptions of the “environment” by the people who work there

## Organizational Culture

- Collectively held beliefs, assumptions, and values held by people in the organization

## Relationship Between Climate and Culture

- Climate reflects the culture; culture guides the climate

# UW-Madison Staff Climate Survey (2022)



## Survey Results

### Reports

The Staff Climate Survey reports include analysis of all quantitative and qualitative question results.

[Read the quantitative report](#)

[Read the qualitative report](#)

### Dashboard

The dashboard allows UW-Madison users to view results for schools, colleges, or divisions. Results are also available for departments when there are at least 10 responses from that group.

[View the dashboard](#)

### Video

Watch a video about the results.



Help UW-Madison Improve Our Campus Work Environment  
Learn more about the Staff Climate Survey at [go.wisc.edu/staffsurvey2022](https://go.wisc.edu/staffsurvey2022)

[Watch the video](#)

<https://provost.wisc.edu/staff-climate-survey-2022/>

# Examples of Cultural Types

- Collaborative
- Control (hierarchy)
- Creative
- Bottom Line
- Strong Leadership
- Customer-First
- Role-Based
- Task-Based
- Purpose or Mission-Based



**BEYOND**  
Thank You

**Brainstorm Worksheet**  
*Consciously Building Our Culture*

Get Activities Ideas from



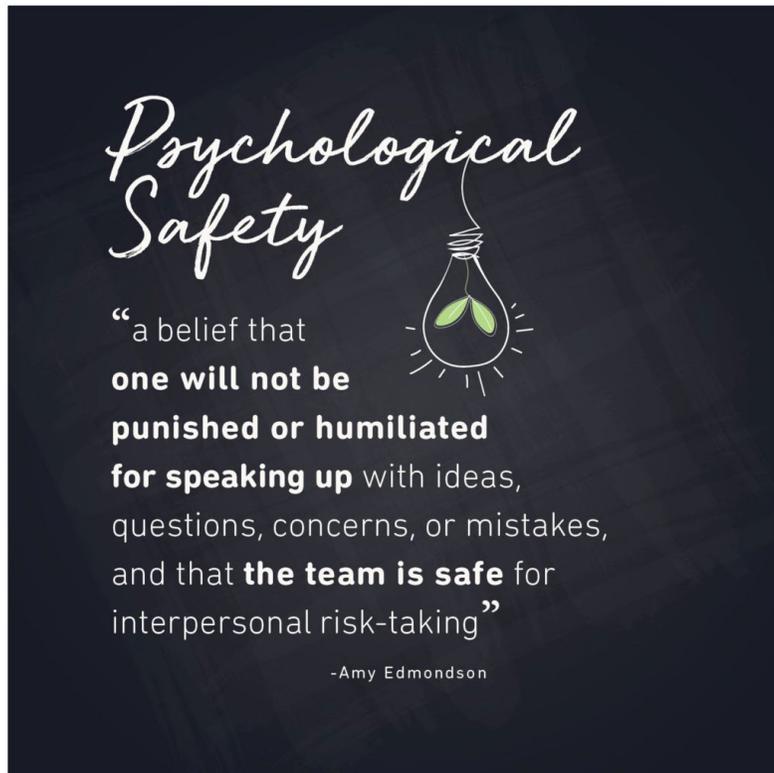
List all the formal and informal activities. Use these to generate ideas – avoid the trap of saying we couldn't do that, and instead ask yourself, how could we?

	Pre Pandemic	Pandemic	New
	What did we do prior to the pandemic that we really loved?	What have we done since the start of the pandemic that we want to continue to do?	What new things would we love to try in the months ahead?
<p><b>Learn &amp; Grow</b></p> <p>Organize Workshops, Attend Virtual Conferences, Watch TED Talks, Have a Book Club, Share Articles</p>			
<p><b>Laugh &amp; Play</b></p> <p>Virtual Happy Hours, Trivia Questions, Dress up Days, Background Competitions (See my book for ideas.)</p>			
<p><b>Rest &amp; Rejuvenate</b></p> <p>Yoga Classes, Walking Virtual Meetings, No Emails on Weekends, Mindful Meeting Transitions</p>			
<p><b>Celebrate &amp; Appreciate</b></p> <p>Gratitude Wall, Small Victory practice, Shout Outs, Art of Recognition Training, Birthdays</p>			
<p><b>Connect &amp; Reflect</b></p> <p>Team Retreats, One to One Check In's, Post Project Debriefs</p>			

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# Steps for Changing Organizational Culture



- Engage leadership, faculty, staff, students, partners
- Define your organization’s values
- Be authentic and act with integrity with those values
- Ask and listen to what people say about the organization
- Build psychological safety
- Acknowledge mistakes and learn from them
- Watch where the momentum is
- Recognize and celebrate your progress

Source: Emerson, M. (2020, October 13). Six Tips for Building a Better Workplace Culture. Harvard University Continuing Studies. Blog Post.  
[https://professional.dce.harvard.edu/blog/six-tips-for-building-a-better-workplace-culture/?gclid=EAIaIQobChMImrXIhtyG\\_gIVpIFbCh2BEwRhEAMYASAAEgKCjvD\\_BwE](https://professional.dce.harvard.edu/blog/six-tips-for-building-a-better-workplace-culture/?gclid=EAIaIQobChMImrXIhtyG_gIVpIFbCh2BEwRhEAMYASAAEgKCjvD_BwE)

# Psychological Safety

5 WAYS TO HELP

## CREATE PSYCHOLOGICAL SAFETY

- 

**1. MAKE**  
it an explicit  
priority.
- 

**2. FACILITATE**  
everyone  
speaking up.
- 

**3. ESTABLISH**  
norms for how  
failure is handled.
- 

**4. CREATE**  
space for new ideas  
(even wild ones).
- 

**5. EMBRACE**  
productive  
conflict.

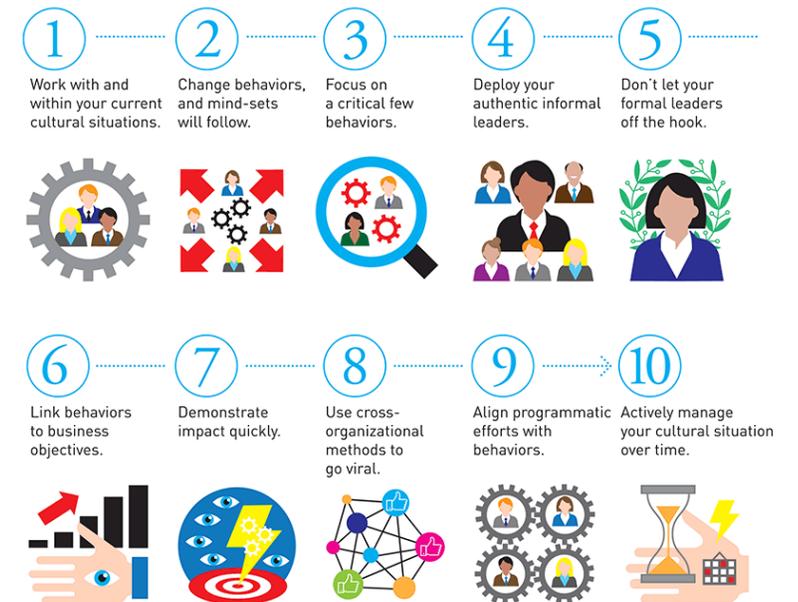
 Center for Creative Leadership®

Source: Center for Creative Leadership (2022). [What Is Psychological Safety at Work? | CCL](#)

# Building a Successful Change Process

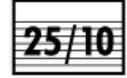
- Create a sense of urgency.
- Pull together a guiding team.
- Decide what to do – develop the change vision and strategy.
- Communicate for understanding and buy-in.
- Empower others to act.
- Produce short-term wins.
- Don't let up.
- Create a new culture (and make it stick).

## 10 Principles for Mobilizing Your Organizational Culture



Source: The Katzenbach Center, [global.katzenbach.center@us.pwc.com](mailto:global.katzenbach.center@us.pwc.com)  
For further insights: See [strategy-business.com/10PrinciplesCulture](http://strategy-business.com/10PrinciplesCulture)  
Infographic: Opto Design / Peter Stemmler

# Liberating Structures

<b>LS Menu</b> 	<b>Wicked questions</b> 	<b>What? debrief</b> 	<b>Min specs</b> 	<b>Heard, seen respected</b> 	<b>What I need from you</b> 	<b>Integrated autonomy</b> 
<b>Design elements</b> 	<b>Appreciative interviews</b> 	<b>Discovery and action dialog</b> 	<b>Improv prototyping</b> 	<b>Drawing together</b> 	<b>Open space</b> 	<b>Critical uncertainties</b> 
<b>1-2-4-All</b> 	<b>TRIZ</b> 	<b>Shift &amp; share</b> 	<b>Helping heuristics</b> 	<b>Design storyboards</b> 	<b>Generative relationships</b> 	<b>Ecocycle</b> 
<b>Impromptu networking</b> 	<b>15% solutions</b> 	<b>25 : 10 crowdsourcing</b> 	<b>Conversation café</b> 	<b>Celebrity interview</b> 	<b>Agree/certainty matrix</b> 	<b>Panarchy</b> 
<b>9-whys</b> 	<b>Troika consulting</b> 	<b>Wise crowds</b> 	<b>User experience fishbowl</b> 	<b>Social network webbing</b> 	<b>Simple ethnography</b> 	<b>Purpose to practice</b> 

[www.liberatingstructures.com](http://www.liberatingstructures.com)

# How You Can Be a Catalyst for Culture Change



- Name what you want to change
- Review staff climate survey results for your department
- Participate in training on eliminating bias
- Share information with your unit about organizational culture
- Look at hiring, retention, and exit processes
- Post your unit's purpose and values
- Start a lunchtime learning activity
- Praise your coworkers; celebrate accomplishments
- Lead by example
- Make space for new folks to bring forward their ideas
- Focus on culture before launching new initiatives

Thank you!

For more information go to:

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