February 29, 2024

Ignite: Exploring the Relationship Between Organizational Culture and Performance

Kate Kingery, director of consulting

About the Office of Strategic Consulting

Office of Strategic Consulting

Internal UW–Madison consulting office

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

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

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

More Information:

Website: strategicconsulting.wisc.edu

Email: strategicconsulting@osc.wisc.edu

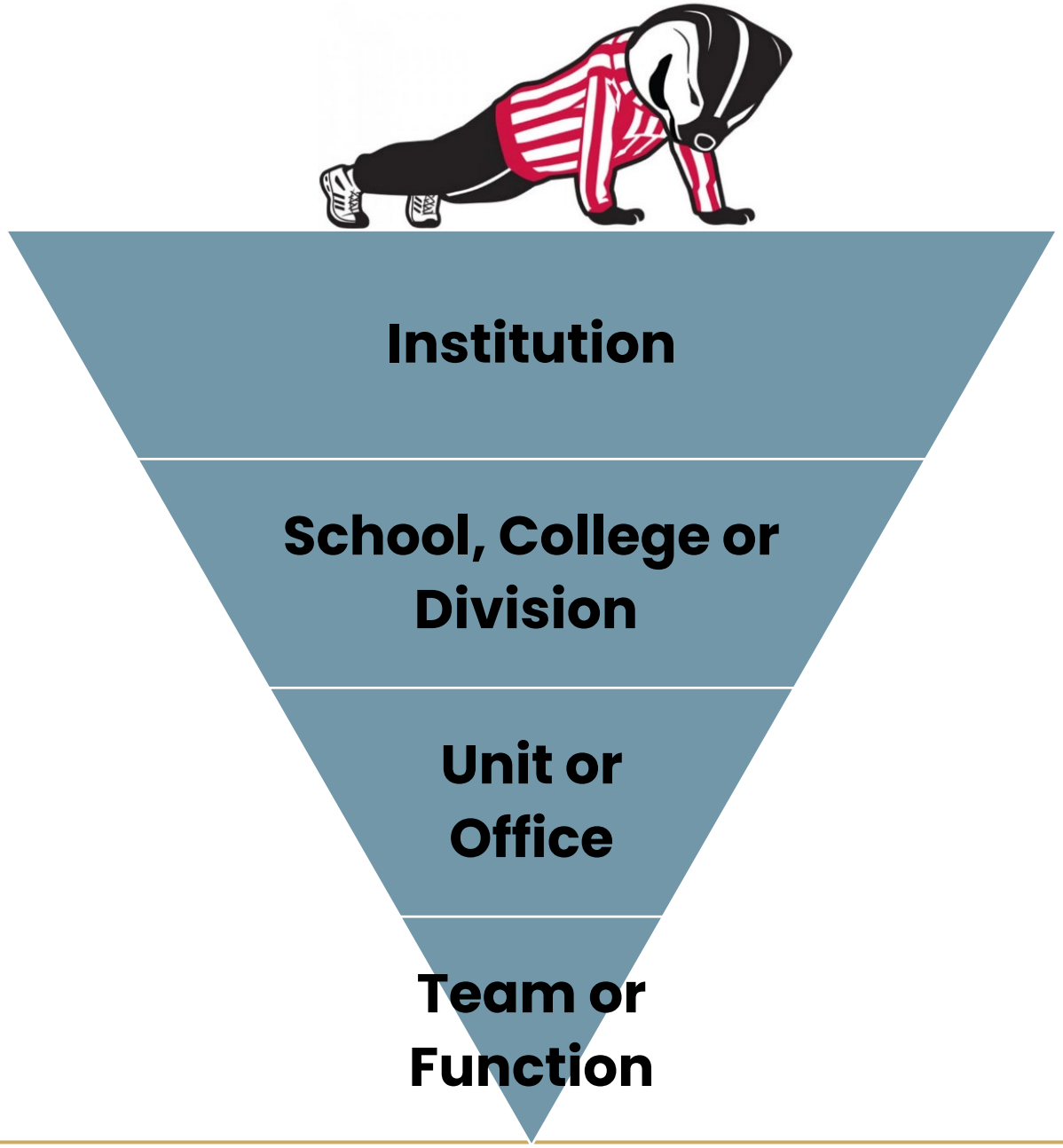
Outline for Today

- 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

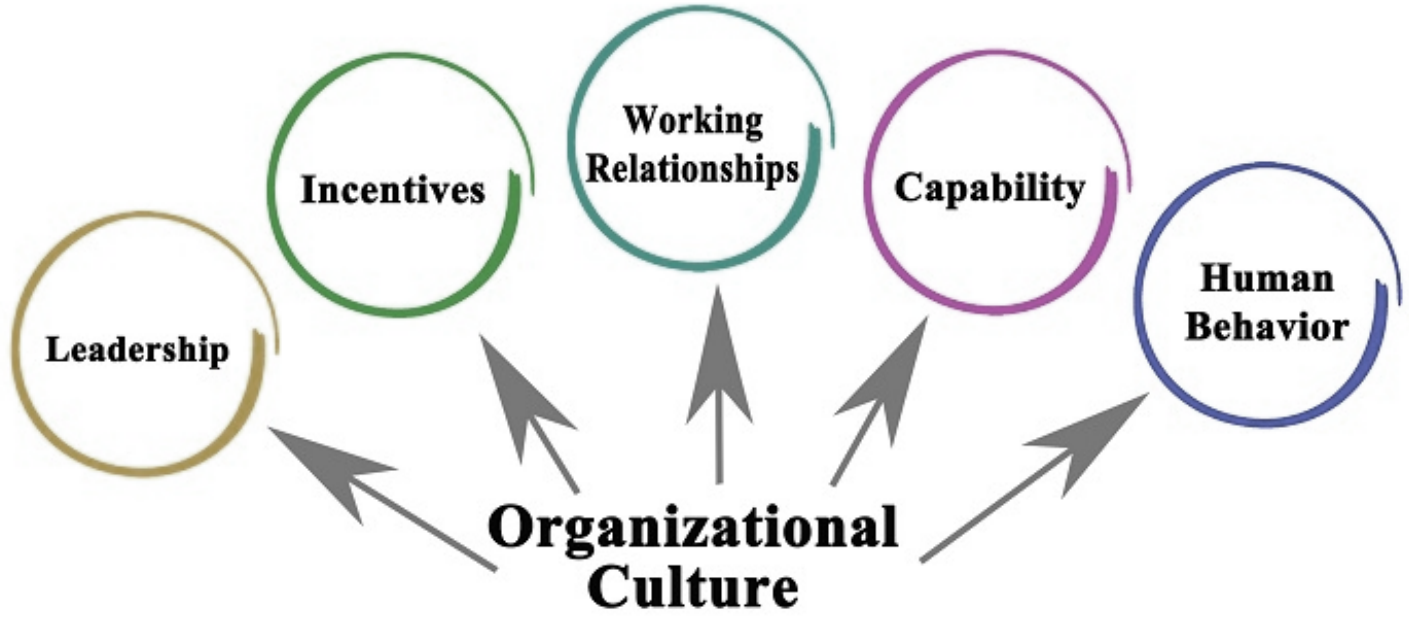
"Culture eats strategy for breakfast."
- Peter Drucker, Management Consultant

"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*

Visible Part of Culture

Artifacts
Collectively viewed, heard, felt
- Core values, vision
- Mission, strategy, goals
- Organizational structure, processes
- Office space, dress code
- Logo, brand
- Behaviors

Invisible Part of Culture

Values
Usually invisible
- Philosophies, justifications
- Language
- Historical narratives
- Norms, unwritten rules
- Group boundaries, identities
- Power, authority status
- Decision-making

Assumptions
Hidden beliefs or facts
- Perceptions
- Thoughts, actions
- Rules for relationships
- Underlying assumptions

Easy to Change

Hard to Change

*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

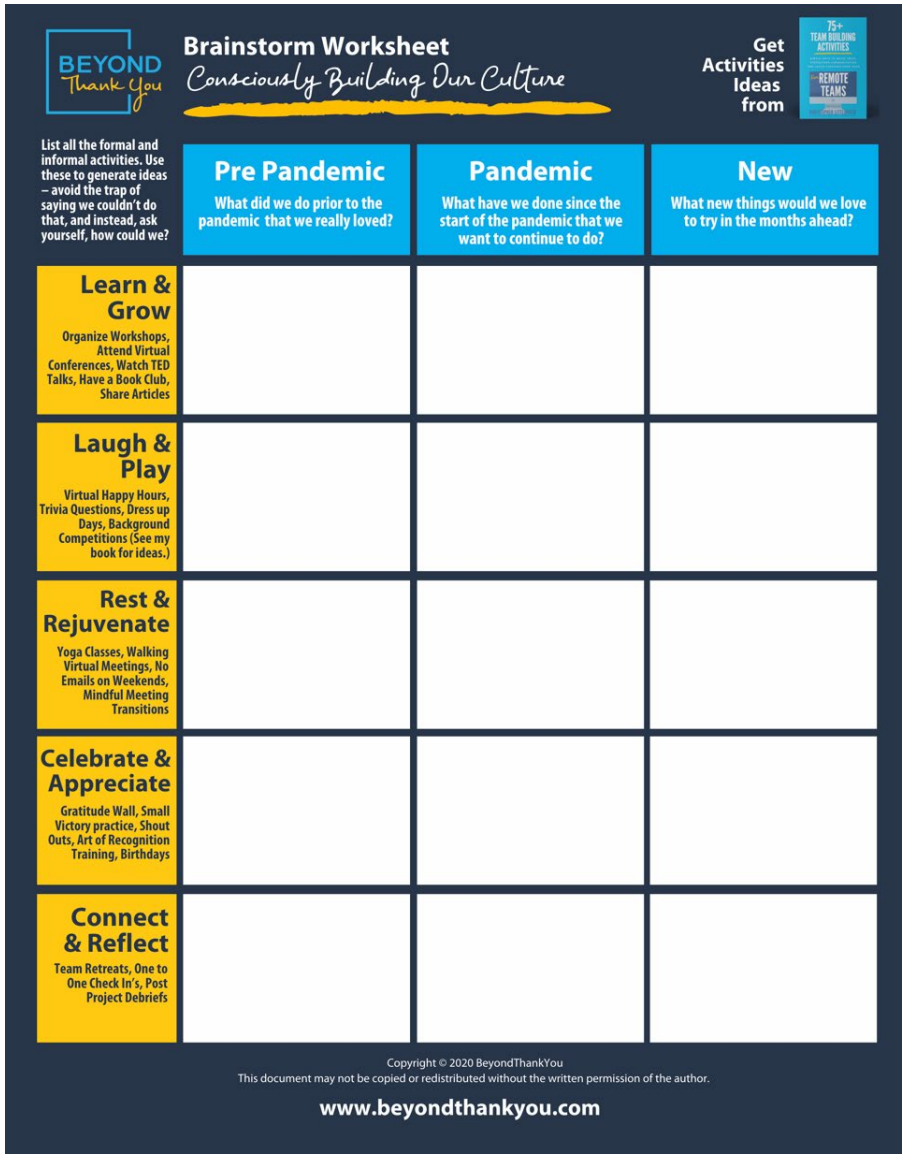
Watch a video about the results.

Watch the video

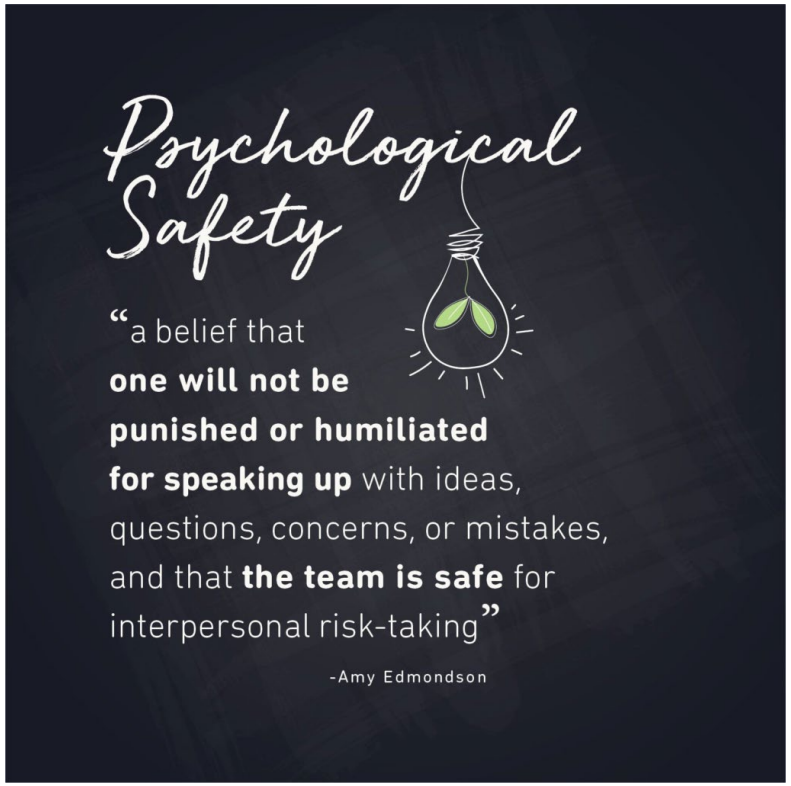
https://provost.wisc.edu/staff-climate-survey-2022/

Examples of Cultural Types

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



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.

Psychological Safety

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).

Kotter, J., and Rathgeber, H. (2005). Our Iceberg is Melting: Changing and Succeeding Under Any Conditions. Penguin Books.

Liberating Structures

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:

Website: www.strategicconsulting.wisc.edu
Email: strategicconsulting@osc.wisc.edu

Kate Kingery
Kate.kingery@wisc.edu