

February 29, 2024



Ignite: Exploring the Relationship Between Organizational Culture and Performance

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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

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Outline for Today



Characteristics of a High Performing Organization



Definition of Organizational Culture



Differences Between Organizational Climate and Culture

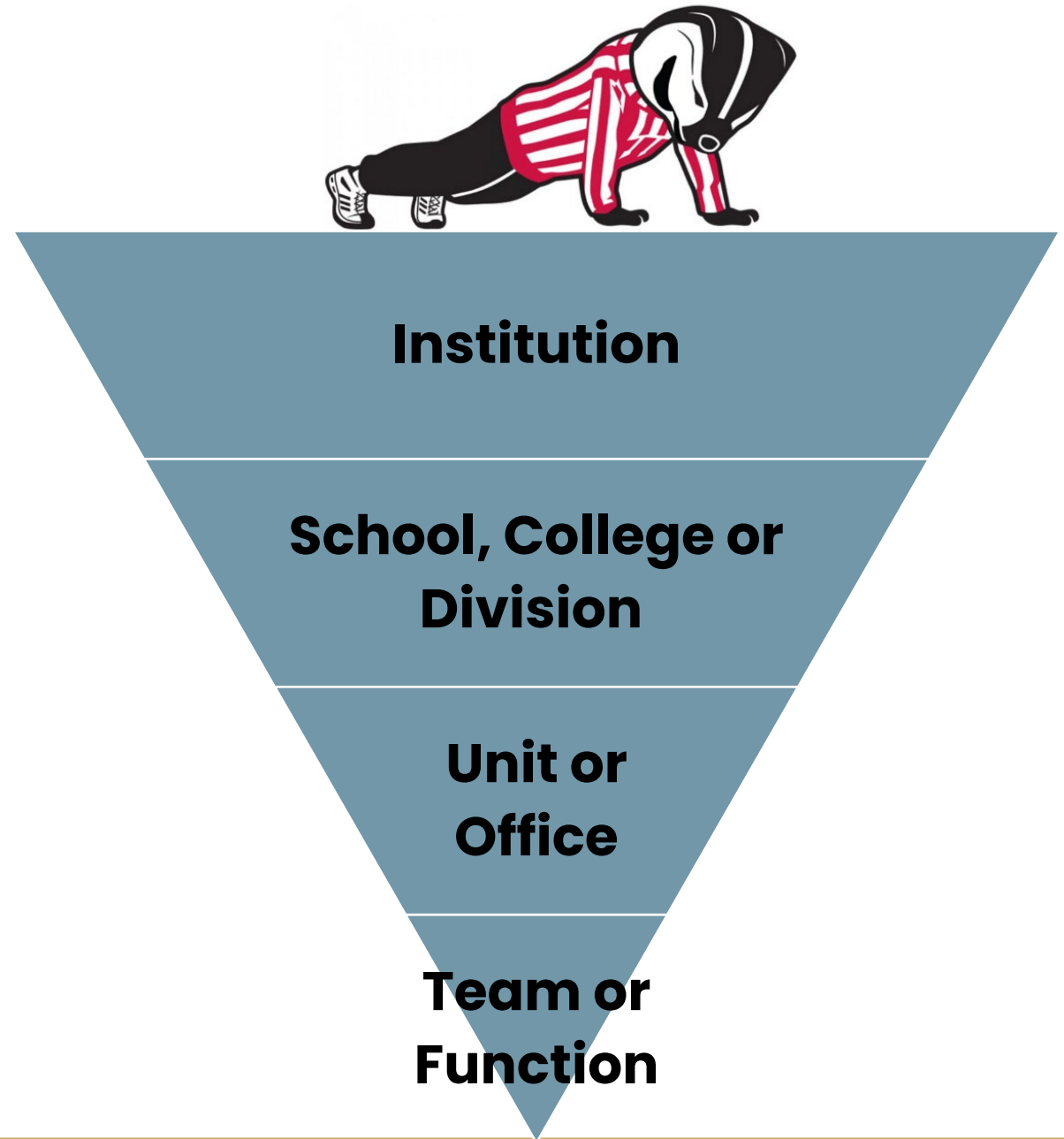


Processes for Influencing Organizational Culture

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



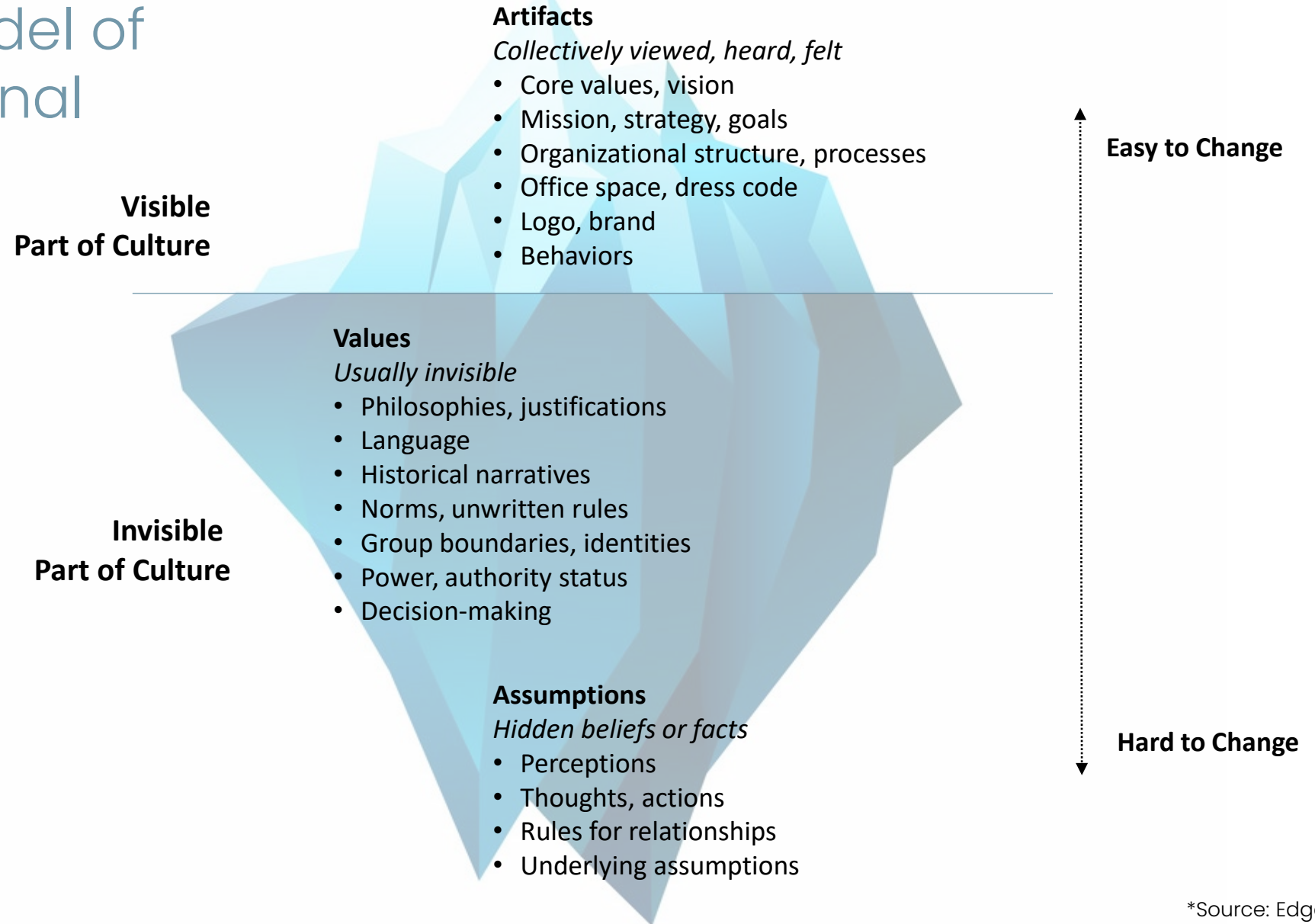
- Behaviors
- Observable patterns
- Collaboration
- Stories
- Collective thinking
- Reflects society
- Variable
- Dynamic
- Diverse

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://provost.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

Brainstorm Worksheet
Consciously Building Our Culture

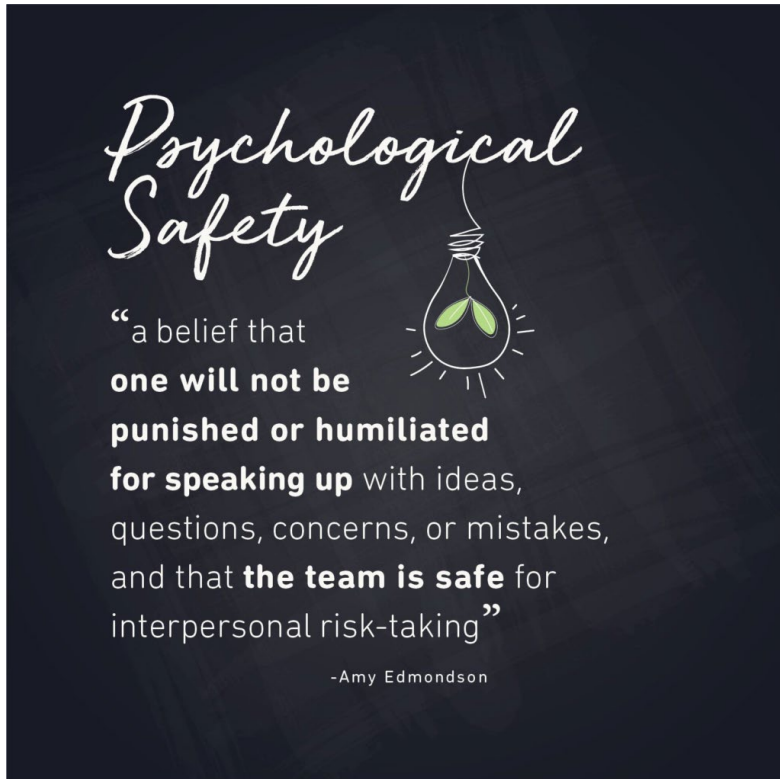
Get Activities Ideas from

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

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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.

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.

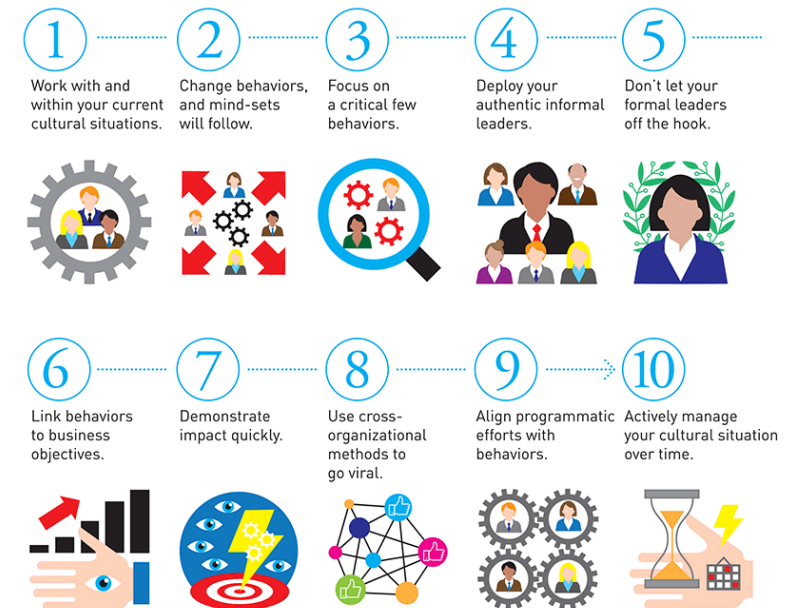
 Center for Creative Leadership®

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

Building a Successful Change Process
























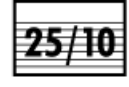











- Create a sense of urgency.
- Pull together a guiding team.
- Decide what to do – develop the change vision and strategy.
- Communicate for understanding and buy-in.
- Empower others to act.
- Produce short-term wins.
- Don't let up.
- Create a new culture (and make it stick).

10 Principles for Mobilizing Your Organizational Culture



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

Liberating Structures

LS Menu 	Wicked questions 	What³ debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy 
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties 
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle 
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy 
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice 

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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