

Culture

What is it?

How can we change the culture in
our clubs?

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What is Culture?

- Values and expectations which members of an organisation come to share
- The social glue that holds our organisations together
- The ways of thinking, speaking and interacting which characterise a group
- The taken for granted and shared meanings that people assign to their social surroundings
- Collection of ideas, traditions, values, beliefs and policies

Common mistakes in understanding Culture

- **It is 'how things are done around here' –** *Behaviours and actions are symptoms of culture, deeper culture is rooted in mindsets, emotional ground, motivation roots*
- **If you change the people, you change the culture –** *culture can outlive people*
- **It is about what happens inside the organisation –** *culture resides in all relationships e.g. partners, gov bodies*
- **It can be changed top down –** *it can only evolve with participation of all parts of the system*
- **Individuals can tell you about it –** *individuals stop recognising aspects of culture after 3mths, they are part of it*
- **Culture is a thing that can be managed –** *culture is a pattern that connects*

Artefacts

- The visible clues an organisation gives intentionally or unintentionally about expected behaviours and attitudes

e.g. mission statements, values, dress codes, objects displayed (photos), signage, layout

Behaviours

- The dominant behaviours in an organisation

e.g. routines, what is monitored/controlled, how people engage, how conflict is handled, what is rewarded/given attention

Mindset

- The dominant attitudes and beliefs in an organisation

e.g. habitual ways of thinking, taking for granted assumptions/ways of perceiving, core beliefs, divides in the organisation

Emotional Ground

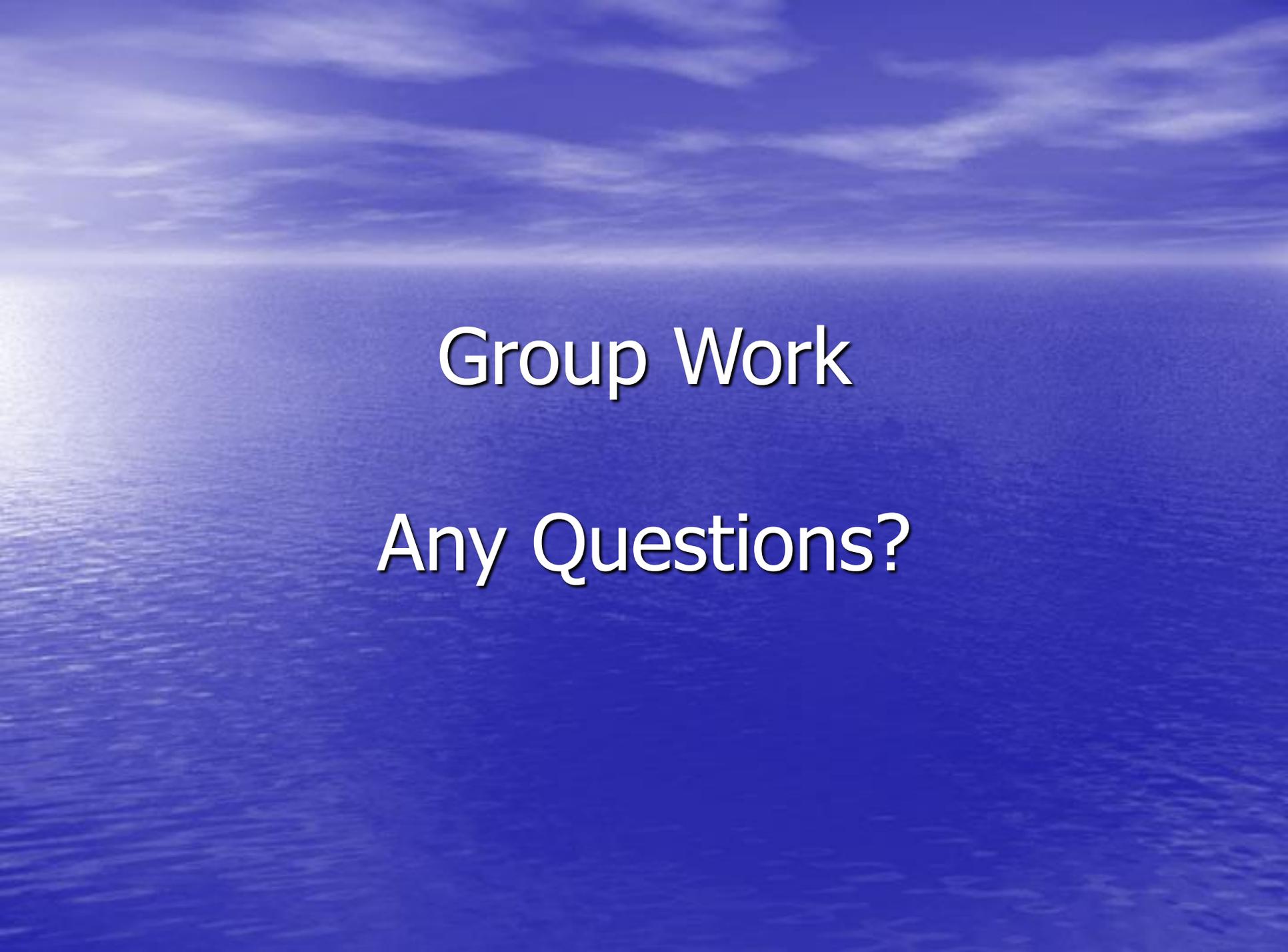
- The principal legacy of feelings left by past events in the organisation's history

e.g. more traumatic events of past 20yrs that are referred to, reactions they created, legacy of feelings, resentments that keep surfacing

Motivation

- The things that fundamentally motivate people

e.g. motives for joining organisation, difference people want to make, what is it that gets people through the door of an organisation, what connects the purpose of the organisation with the motivation of the people in it



Group Work

Any Questions?