DUO
GLOBAL
CONSULTING

THINKING POINTS FOR DEFINING ORGANISATIONAL CULTURE

INNOVATIVE TALENT & BUSINESS GROWTH SOLUTIONS

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"CULTURE EATS STRATEGY FOR BREAKFAST."

- PETER DRUCKER

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We often hear managers talk about the "cultural fit" of potential candidates and it is something that is almost always on the recruitment agenda, however surprisingly over half of all companies have no defined culture.

Most top candidates look for the elusive "right culture" when considering new job opportunities so to not have a defined overview of your company culture can be not only damaging to the productiveness

of your current employees, but can also make your business less attractive to potential recruits. At DUO we believe your talent strategy should drive top talent to you, rather than you having to go out and get it, however to do this you need a well-defined culture.

Proof of this? Google is widely acknowledged as having one of the best working cultures in the world, and they receive over 2 million applications from high quality candidates every year.

Defining culture can be a daunting task and is a process a lot of clients look to DUO for guidance through.

We put together this resource to enable you to start thinking through some key areas and questions surrounding organisational culture.

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"A GREAT WORKPLACE IS STUNNING COLLEAGUES."

- NETFLIX

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WHY?
All good process changes should begin with the question why? Defining of organisational culture is no exception. Why are you changing your culture? Or defining it if you haven't already?
Why isn't what you are currently doing working for you?

We all know the benefits of a well defined culture but in order to create a culture that truly works for you, you need to understand, and believe, for yourself why you are going through this process.

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Once you have your overall "why?" figured out, it is important to also drill down into your organisation and look more closely at different departments.

Are there areas where there is more selfish behaviour than others, and why?

Are there people that you feel may struggle to share and indulge in the new culture, and why?

Purpose
Once you have asked yourself the important why? question you can begin to look at key areas of cultural change.

The first important factor is purpose – current, and future employees want to know why they work for you. People are driven by emotions and engagement is at its highest when employees feel an emotional connection to the purpose of their company.

Some questions to consider:
What are your values?
What is the vision for the company?
What made the owner start the business in the first place?
What is important to you?
Do you have a charity that you support as a business or a unique story to tell?

Company Example: Whirlpool, charity matters to their purpose.
http://www.whirlpoolcorp.com/social-responsibility/

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Uniqueness
It is important to understand, and communicate, what sets your company apart from others.

Some questions to think about:
What truly makes your company unique?
Why would people work for you and not for your competitors?

It could be benefits, business structure, it could link back to your company purpose, it could be a whole host of things but

you need to identify something that truly sets you apart.

Company example: Google, they know how they're unique.
https://twitter.com/googlejobs

Strategy
Your business strategy is a big part of your company culture, but often employees don't know what your company goals are. How can you expect them to achieve results if you are not all working towards common goals?

As part of your culture exercise make sure you define and communicate your business strategies and get your employees on board.

Questions to think about:
What are we focusing on as an organization?
What actions would help us achieve our goals?
What is our overall strategy for this month/quarter/year?
How are we communicating our strategy?

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People
If you are changing culture get your people involved. The biggest reason that companies fail on incorporating culture, or any change for that matter, is by not involving their people, at all levels. How do you know what they would like out of an employer if you don't ask them?

Once you have answered your culture questions at leadership level, ask the same of your employees – are the answers the same? If not, you have a problem to address.

Communication
How do you communicate your culture? More than half of the companies with defined cultures fail to communicate them either externally or internally. You need to be consistent with your communication. If you are saying that you are a brand that cares, make sure you communications and actions support this.

Some questions to consider:
How will you communicate internally?
How will you communicate externally?
What challenges may you come up against?

Company example: Netflix are very open about their culture. https://jobs.netflix.com

Hopefully we have given you some initial thinking points for defining your culture. If you feel you need help on the next step in creating a cultural strategy and message, we would love to hear from you. You can email us directly at: info@duoglobalconsulting.com

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"IT'S IMPORTANT THAT THE COMPANY BE A FAMILY."

— LARRY PAGE, GOOGLE