

CULTURE: WHAT REALLY MATTERS

*How to Identify, Analyze and Leverage
Culture for Results.*

Orange County Association of Contingency Planners

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What is Culture

- How things get done
 - Historical learned behavior by a group of people
 - Behavior is accepted or shunned within a group of people
 - Culture is built upon the values and belief systems of an organization

What is Culture

- The Set of Unwritten Rules
 - It's the rules of the game; the unseen meaning between the lines in the rulebook that assures unity.
– Kulmann
- Corporate Culture
 - A corporations culture is the way insiders behave based on the values and traditions of the group.
– Hans Finzel

Places Where Culture Shows Up

- Marriage
- Organization
- Team
- School
- Clubs
- Generations
- Lifestyles
- Communities
- Countries
- Families
- Industries
- Sports
- Newspapers
- Political Parties

The Best Asked Question:
Am I aware of the culture of my organization?

Places Where Culture Shows Up

Your Continuity Program

-has its own culture!

Culture is:

- the language of a corporation
 - Leadership / Position Status
 - Relationships
 - Decision Making
 - Communications
 - Process Infrastructure
 - Change Management

Culture is:

- Aspects of Culture
 - Origins: Complex group learning process
 - Stable, not malleable
 - Partially influenced by leader behavior
 - Most cultures have dysfunctional components
 - Easier to recreate (start ups)
 - More tension among sub-culture groups

Culture is:

- Questions to help identify
 - Does the company have a stated set of cultural values?
 - What does it take to be successful here?
 - What kinds of employee achievements are recognized?
 - Describe the environment?
 - What makes this place unique?
 - Employees known as – employees or associates
 - New employee – describe getting to know the ropes

The Second Best Asked Question:
How is culture impacting our continuity efforts?

Identifying Culture

- Leadership / Position Status
 - Vision, mission, values & business strategy development
 - Leadership Effectiveness
 - Hierarchy, employee loyalty & compensation
- Relationships
 - Trust
 - Communications
 - Community
 - Customers

Identifying Culture

- Decision Making
 - Participation, Ownership, Buy-in
 - Employee Interest vs. Shareholder Value
 - Risk Taking, Openness & Trust
- Communications
 - Bottom Line Focus
 - Performance Goals
 - Open / Closed

The Third Best Asked Question:
How can I lead and promote needed change?

Identifying Culture

- Process Infrastructure
 - Formal and informal procedures
 - Policies and structure
 - Expectations
- Change Management
 - Risk Taking
 - Innovation & Creativity
 - Creativity

Stimulate, anticipate and embrace change.

How will I know it?

- You are in it every day!
- Its all around you!

The language of culture is to manipulate
you into behaving like the culture!

Responses to Culture

- Conformer
 - Complainer
 - Innovator
 - Ritualist
 - Retreatist
 - Rebel

-Hans Finzel

Assessing Culture

- SWOT Analysis
 - Leadership / Position Status
 - Relationships
 - Decision Making
 - Communications
 - Process Infrastructure
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Assessing Culture

- SWOT Analysis

	S	W	O	T
Leadership / Position Status				
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Leveraging Culture

- Determine Objectives
 - Leverage strengths
 - Manage weaknesses
 - Take advantage of opportunities
 - Mitigate threats

Important Culture Based Decisions

- Continuity Risk Appetite
- Continuity Program Components
 - Maturity Model
 - Distributed or Funneled Implementation
 - Plan Documentation
 - Maintenance
 - Exercises
 - Report Components & Distribution
- Finding Champions

Cultural Leadership

- You must accept the culture the way it is
- Learn to leverage rather than resist or disrupt
 - Get to know the culture (*define it*)
 - Nurture & develops the groups understanding
 - Lead & promote needed change
 - Develop sub-culture components for BC, DR, EM
 - Fun
 - Value-Driven

Cultural Leadership

- Leadership creates and changes culture
- Management and administration act within a culture

Taking Cultural Leadership

- Continuity Program
 - Define the culture you want to create for your continuity program

Assurance, Readiness, Preparedness, Resiliency, Protection

Simple, Accurate and Viable

Questions?

Thank you!



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