Bad behaviour or poor culture?

Treating the cause instead of the symptoms
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Agenda

- Behaviour or culture?
- Cultural reviews
- Framework – how do we review culture?
- Case studies
Workplace behaviour

When do investigations not work?
What is culture?
What is culture?
What is culture?
Culture and Behaviour
Culture and Behaviour

Required

Actual

Desired
We exist to... (fundamental why or purpose for our existence)

For... (our stakeholders)

With relentless value for... (how we do what we do)

So that... (Specific outcomes / achievements)

And our future looks like...
When is a cultural review a viable alternative?

**Preparation**
- Confirm timeframes, question scope and communication approach with Business Unit
- Introduction of process to stakeholder group

**Fact find**
- Desktop analysis of existing engagement surveys (inc previous years)
- Collection of data through semi-structured interview and focus groups

**Report & feedback**
- Analysis of fact find, summary of outcomes and feedback / recommendations
Workplace behaviour

When is a cultural review a viable alternative?
Finding a framework
Finding a framework
Finding a framework

Your own aspirational values

- Integrity
- Flexibility
- Leadership
- Courage
- Excellence
- Fairness
Finding a framework

Specific observed issues

- Leadership impact
- Growth effectiveness
- Behaviours and culture
- HR and work arrangements
Finding a framework

### Specific observed issues

<table>
<thead>
<tr>
<th>Area of interest</th>
<th>McKinsey 7S alignment</th>
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<tr>
<td>Leadership impact</td>
<td>Style</td>
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<tr>
<td>Growth effectiveness</td>
<td>Style, strategy, structure</td>
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<tr>
<td>Behaviours and culture</td>
<td>Shared values</td>
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<tr>
<td>Human resources and work arrangements</td>
<td>Skills, staff, systems</td>
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Findings

**Enablers (+)**

- Consistent feedback suggests that the general feel of the company most of the time is exciting, dynamic, and with a strong opportunity for growth.
- A general sense of inclusiveness in decision making within teams, and an overarching sense of inclusivity across the business.

**Obstacles (−)**

- Strong feedback regarding inconsistent culture and feel across internal teams. Across all respondents, no common and consistent culture, with articulated purpose and specific mission, could be identified.
- Approach to collaboration inconsistent across teams, with no clear visibility on full lifecycle of product. In line with this, lack of clarity on other teams’ accountabilities and responsibilities. (acknowledgement that this may be addressed with new structure)
- Incongruent operating model and culture with parent agency
- Aligned with the above, incongruent approach and style between leaders who have been employed externally and leaders who have transitioned from internally

**Insights for consideration**

- Emphasis has been raised in previous sections to clarify strategy and how the agency fits together. This clarification must be achieved before then moving into culture shaping rather than the reverse.
  - Strategic direction clear
  - Culture shaped to deliver this strategy
- Thus, these communication events / activities could help to drive strategy and then culture, bringing a tighter stream of activities to be undertaken.
Where has it worked well?

Success stories.
Questions?