

The link between organizational culture & climate

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Starting from the beginning

Short reminder about Corporate culture

- *A combination of the: beliefs, taboos, symbols, rituals, myths, written rules & practices and values that every company develops over time.*

It is more related with the process of thinking & actions of the employees.

What to do if not satisfied with Corporate Culture

- We should do nothing? Yes / No
- We should change something?
- What we need to change?
- Where to search for the type of change?
- Where to start from?
- What tools to be used?



Be a role - model for the changes that you initiate

First examine the Organizational climate

- Let us remind what is organizational climate?
- *Organizational climate is combination of feelings & perceptions of the employees about the: existing company conditions, environment, equipment, management, processes & practices*

First examine the Organizational climate - continued

Culture

thinking & actions

beliefs, taboos, symbols, rituals, myths, written rules, practices and values

Climate

feelings & perceptions for:

existing company conditions, environment, equipments, management, processes, practices

- Could we measure the Organization climate?
- With organizational climate survey the corporate culture could be measured and somehow quantified / to some point
- **HOW?**

Second make link between climate surveys & fields in culture that need to be changed

Design the right questions / statements as to examine the employee **feelings & perceptions** in specific **fields** (Ex. Performance appraisal, Training & development, Management & Supervision) for specific company **value** (Ex. Fair approach).

Example: One of the company written value is fair approach. The survey could be designed as to be examined the employees' perception about "fair approach" in all of the fields of action.

1. I think that the **management & supervision** concept is base on fair approach.
2. I think that within the implementation of **training & development** concept there is fair approach.
3. I think that the outcomes of the **performance appraisal** cycle are implemented considering fair approach. Etc.

Third identify the fields of improvement as to be achieved the culture change

Culture

thinking & actions

Decided to be examined the fields of:

Performance cycle practices

Training & development practices

Management & supervision practices

HR administration practices

feelings & perceptions for:

Climate

The questions are designed for this specific **fields** for the value of **Fair approach**: Examples:

Overall grade in Customer Service Department is the lowest compared to other departments, concerning performance cycle (Benchmark between the departments)

Overall **Training & development** practices have the lowest grade compared with **other fields** (Benchmark between fields)

Management & Supervision have dropped the most compared to the **last survey** (Benchmark within time line)

HR administration has the highest rating in all fields. Fair approach is being provided.

Fourth start with change what could be recognized



- Review the Performance appraisal cycle (beliefs, rules & practices), conclude if changes are need, make the changes

- Communicate about the Performance cycle in **Customer service** department in effective way (workshop, presentation, other way of interaction to show the employees that something has changed)

- Communicate the **benefits** for the employees as well as for the company about the Performance cycle (promotion, salary change, some other outcomes)

- Show **positive examples** from other departments / companies

Recommendation:

1. Refresh the communication / Amend / Introduce new practices, & tools for challenging the desired behaviors, perceptions, values etc., in the required fields of actions
2. The changes must be applied & all of the employees to be affected

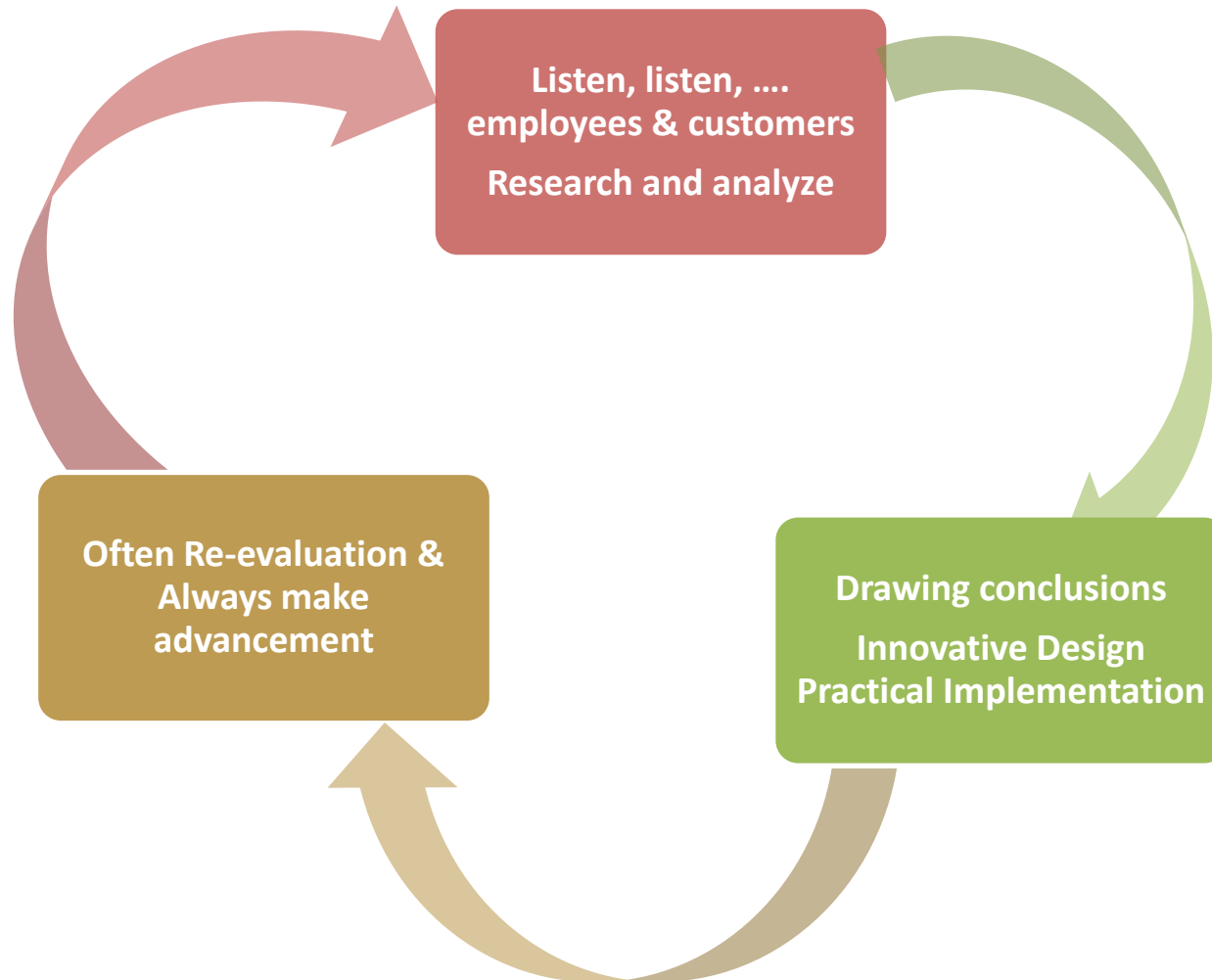
Culture – climate matrix

Fields (of research)	Company values	Company values descriptions	Possible questions / statements	Need of improv.
Performance appraisal cycle	Quality	Giving the best and unmatched results for all round satisfaction.		
	Collaboration	Collaborating within and outside the company to give the best.		
	Fair approach	Operating without prejudice and promote, respect and enjoy the diversity of different cultures.	I think that the performance appraisal cycle concept is base on fair approach.	
			I think that within the implementation of performance appraisal cycle there is fair approach	see the budgeted limitations before project ing actions
		I think that the outcomes of the performance system are implemented considering fair approach		
Training & development				
Management & supervision				
HR administration				
Individual Job Characteristics				

compared concerning time line, benchmarked with other departments / whole organization

The process to support desired culture & climate

A conservative is a man with two perfectly good legs who has never learned to walk. - Franklin D. Roosevelt



Invisible rules – what is that?

- General expectation is that company **vision, values** and its **priorities** in strategy are the synonyms of the Corporate culture.
- Not always the employees' believes & actions are associated with to vision, values & priorities. **WHY?**
- There are existing „Invisible rules” that are created and / or maybe still developing from certain **group** of employees or **individuals**.
 - **“In the middle of difficulty lies opportunity.” *Albert Einstein***
- To initiate the change of invisible rules, start the following :
 - **Brake** that rules or **support** the rules (in case there is possibility to be used in constructive manner)
 - Start introduction of new / amended actions

Conclusion: Be a creative in every sense to show that those kind of rules are not desired and valued in your company or on the contrary support that rules and make and an advantage of it.



Cheek the level of readiness of the organization, before deciding changes in culture , because at the end:

We must become the change we want to see.” *Ghandi*

- Questions ?? & Answers !!!
- Thank you