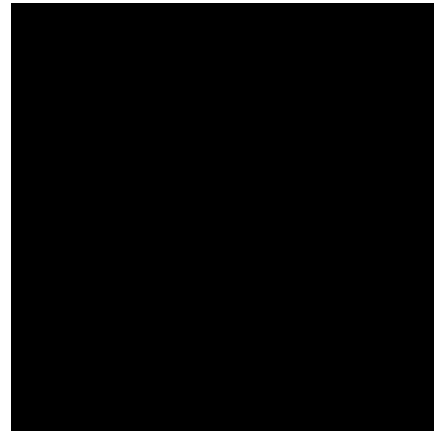
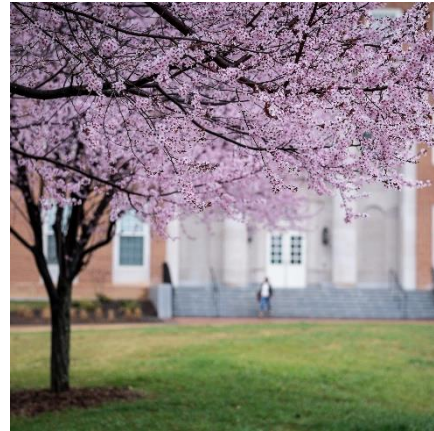




SESSION 8:
ORGANIZATIONAL
CULTURE

WAKE FOREST
FOOTBALL CAPTAINS



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Football Team's Culture

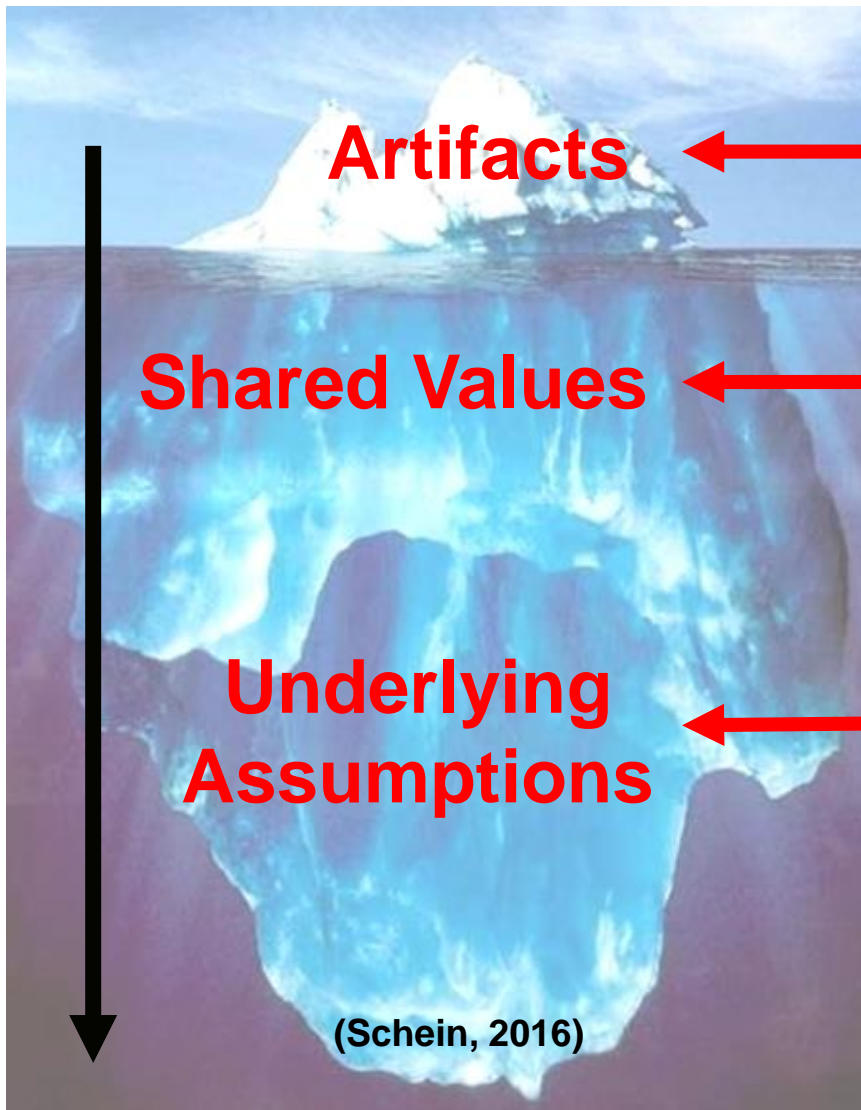


Current

Desired



Organizational Culture



Artifacts

Observable objects are called artifacts. Artifacts can mostly be seen, touched, and heard.

Shared Values

Attitudes about “the worth or importance of people, concepts or things” that we then call values.
ESPOUSED and IN USE Values

Underlying Assumptions

Shared “**truths**” which have been reinforced and validated as “successful” in solving the problems of individual and organizational survival and effectiveness, they gradually become transformed into **underlying assumptions**

Why is Culture Important?

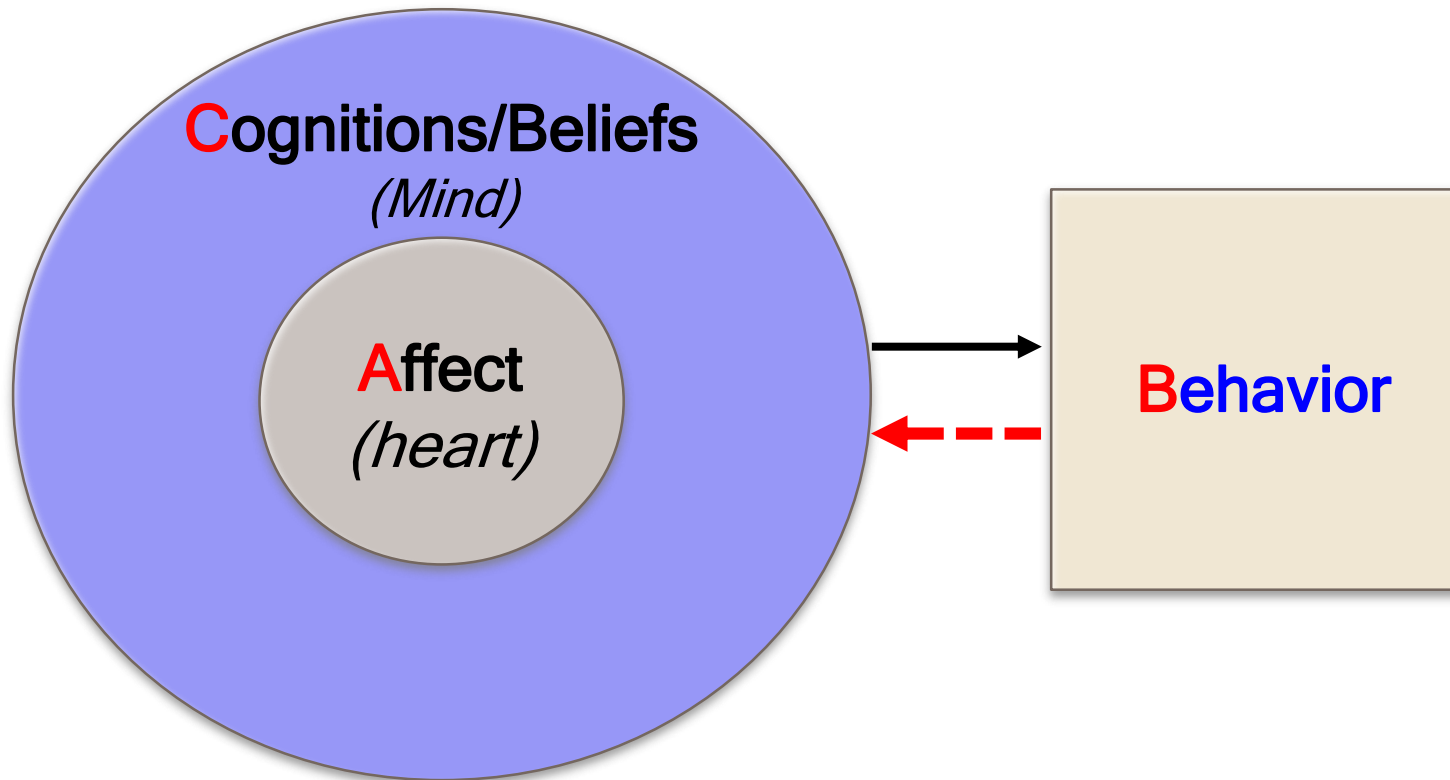


The *Invisible Leader* who influences members':

- ✓ Perceptions of events, themselves, and organization
- ✓ Attitudes towards their work and the mission
- ✓ Emotional responses to events and interactions
- ✓ Meaning making regarding experiences and results
- ✓ Behavior towards others & responses to events
- ✓ Alignment of thoughts and behavior



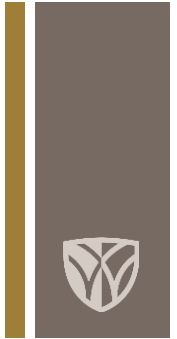
ABC Model for Attitude Change



Focus on Changing Behavior First !

Transformational Change is Leader Business !

Primary Tools to Shape Culture



- 1. What leaders measure, pay attention to, control, and react to**
- 2. How leaders allocate resources**
- 3. How leaders role model, engage, coach, and teach**
- 4. How leaders allocate rewards and status**
- 5. How organizational leaders recruit, select, promote, and excommunicate**
- 6. How leaders react during crises**



Supporting Tools to Shape Culture



- 1. Organization's design and structure**
- 2. Organization's policies, procedures, practices, and systems**
- 3. Formal statements of philosophy and creed**
- 4. Rites, rituals, and stories**
- 5. Design of physical space, facades, and buildings**



PE: Shape Your Desired Culture



Situation: Given your current assessment of the Football Team's culture and your chosen team core values, create a plan to shape your desired culture.

Requirement: As Captains-

- (1) Conduct gap analysis between current and desired cultures,
- (2) Identify new behaviors needed to close the identified gaps,
and
- (3) Identify behaviors needing to be extinguished



Take-Away Points

- ✓ Culture is a powerful influencing mechanism that leaders need to purposefully shape
- ✓ Shaping culture is leader business
- ✓ Culture change is a team sport
- ✓ All activities need to link back to your core values (e.g., codification of your culture)

