

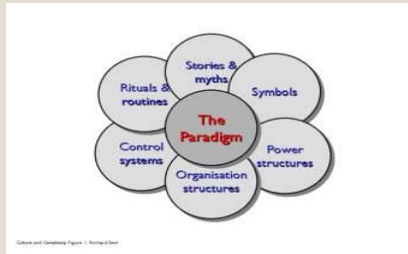


THE CULTURAL WEB

Sarah Rees

Introduction

- The Cultural Web is a Model developed in 1992 by Gerry Johnson and Kevin Scholes. This model is a tool for looking at and changing an organisation, aligning organisational elements with one another and with the organisation's strategy. Mindtools. (2019).



This part of the presentation will be covering the Cultural Web the six elements of the cultural web will be split between Leanna and myself. The elements I will be covering are Stories, Symbols and Power structures on Timpson's, and Timpson's culture and how this makes them successful.

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Cultural Web - Stories

- Stories of the Cultural web is the element that addresses how the company wish to perceive itself, this usually says a great deal about the company's values and behaviors.

◦ O'Callaghan, M. (2015).



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There are many good fascinating stories about Timpson's, whilst doing my research these are my Favourites. John Timpson came up with a recruitment policy where all applicants are put into categories of Mr Men. Mr Timpson States that they purely interview candidates on personality, and he isn't overly bothered about the candidate's qualifications or CV's. They simply decide what Mr Men character their personality matches, for example Mr Grumpy or Mr Lazy have no chance, where as Mr Cheerful have a very good chance of being employed by Timpson's. The way Mr Timpson looks at it is you can train someone to do a job, you cannot train their personalities. If you look at the continuing performance of the business, then the Mr Men method appears to work rather well. Bearne, S. (2017).



Stories

- Timpson's Dry Clean your interview outfit for FREE.
- "At Timpson's we will help you look your best when times are tough so if your unemployed and going for an interview then we will dry clean your outfit for you free of charge so long as the items you bring are for a genuine job interview" Mal, N. (2020).

The Second story that amazed me was how Timpson's are also offering the unemployed the opportunity to have their interview outfit dry cleaned for free. The company's website states " At Timpson's we will help you look your best when times are tough so if your unemployed and going for an interview then we will clean an outfit for you free of charge so long as the items you bring are for a genuine job interview". Mal, N. (2020).

The image shows the Timpson logo, which consists of the word "TIMPSON" in a large, white, serif font. Below it, the slogan "Great Service by Great People" is written in a smaller, white, sans-serif font. The entire logo is centered on a solid red rectangular background.

TIMPSON
Great Service by Great People

Symbols

- Symbols of the Cultural Web are things such as the uniform they use or the logo's they use or even the offices or premises, these become the representation of the nature of the Organisation. Mullins, L. (2010),
- Timpson's have their own logo, This is what they stand for and stand by.

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Timpson's have their own logo which bares the slogan "Great service by Great people" This is a statement Timpson's stand by and stand for. Timpson, (2020).

Timpson's staff have their own unique uniform. 32 years ago John Timpson introduced the tie as part of their uniform, John was told by diehards that 'no cobbler has ever worn a tie ' John replied with 'that's the point' a tie is the symbol that says we are different. 32 years later the tie remains a significant part of Timpson's Culture. Timpson, J. (2014).



Symbols

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Power Structures

- The power Structures of the Cultural web are the individuals who hold the greatest influence over decisions, and they usually have the final say on any changes or major actions. Business balls. (2019).
- Timpson's operates an upside-down management structure where the most important people are those working in the shops and everyone else are there to simply support them. Wavelength Leadership. (2011).

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Timpson's Culture Works



Timpson's Culture is built on KINDNESS and TRUST



Only employ on personality



Trust Colleagues



Credited by the Culture of Upside-down Management



Everyone is Equal



As a result the business has grown



Timpson, J. (2020).

This half of the Cultural Web show that Timpson's are doing everything right and therefore their staff are loyal, and hardworking and the company are still thriving today.

Timpson's culture is built on kindness and trust, this works for Timpson's because of the colleagues they employ, they only employ people that have great personalities so that there is trust and these colleagues have kindness within. Timpson's culture is also credited by the culture of upside-down management, where everyone is equal which Timpson's believe has allowed the business to grow. Timpson, J. (2020).

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