



Prifysgol Cymru
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University of Wales
Trinity Saint David

Organisational Performance and Culture in Practice

5C001

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives



www.uwtsd.ac.uk



Today's Agenda

9:30	Catching up, reflections, questions, clarifications & refreshing memories
11:10	Break
11:30	Performance & Culture – its your turn
12:40	Lunch (& Board meetings!)
1:20	Culture, performance & change
3:15	Break
3:30	Assignment overview
By 4:30	Close

Let's talk about culture

Culture is:

- *learned
- *symbolic
- *shared
- *integrated
- *adaptive



Let's talk about culture

*How we do things around here...
when no-one is looking*

Behaviours

Processes:
What is...Noticed?
Rewarded?
Explicit/implicit?

Let's discuss culture...

Does having organisational values help develop a positive culture?

Why? How? What?



We shape our buildings and
afterwards our buildings shape us

Winston Churchill

Every system is perfectly designed for the
results it is getting...

Don Berwick

What is power? Impact on culture?

"Power is where decisions are made"

Leaders...and...leadership

Systems and processes

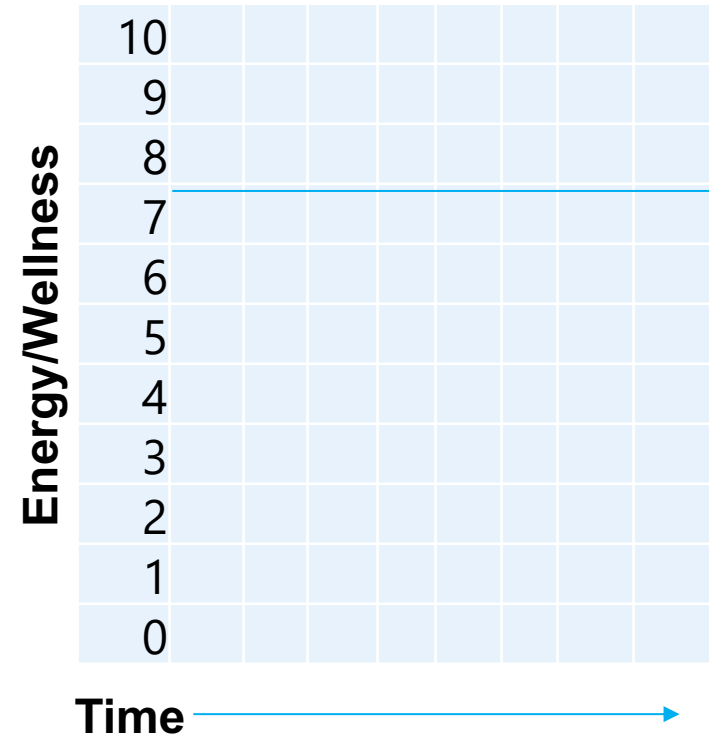
*Culture has a 60% impact on
organisational performance*

*Leadership has a 68% impact on
culture*

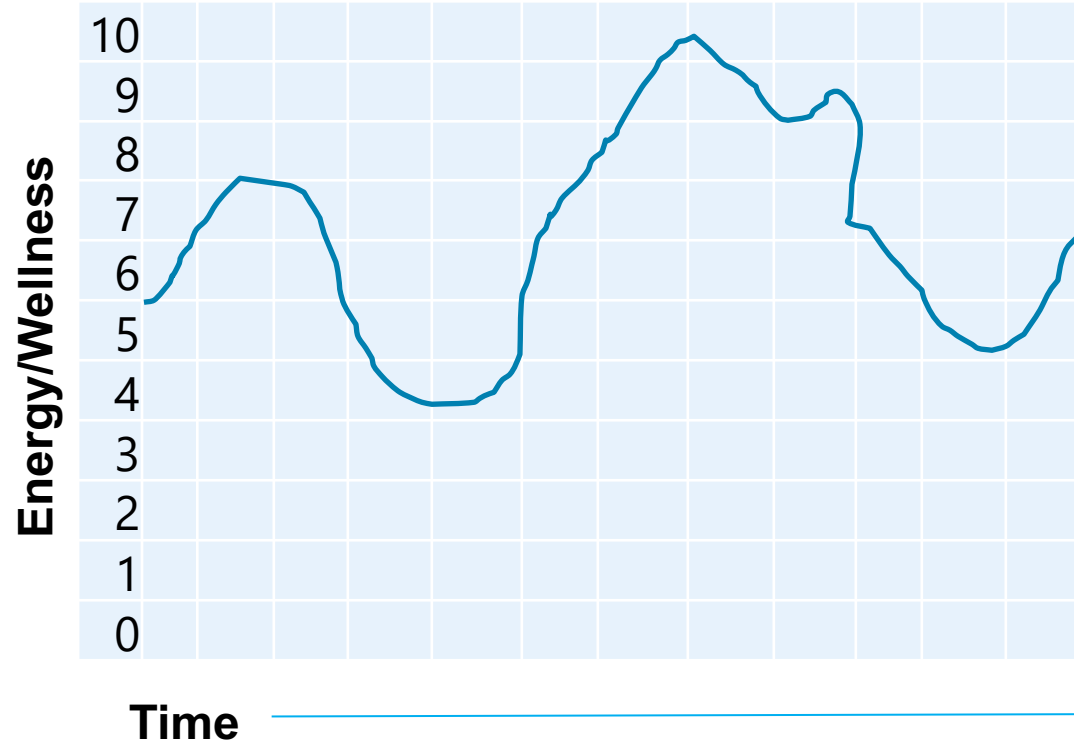
[Korn Ferry
Research](#)

Understanding individual differences...

How most work
is designed



Our normal energy flow normally
(any given day, week, year)



What do you notice about your energy & wellness? Highs? Lows?

What can I/we do so that you move up from where you are?

How can I help you to have as much energy/wellness at work as possible?

Do successful organisations have healthy power dynamics?

I am OK You are OK HEALTHY No blame: focuses on issues	I am OK You are not OK ONE UP Blame others
I am not OK You are OK ONE DOWN Blame self	I am not OK You are not OK HOPELESS Blame everyone

Choosing my state?

Parent

Controlling



Nurturing



Adult



*Transactional Analysis
– the Games We Play
Berne (1958)*

Child



Adapted: Compliant vs Rebellious

Free Child

The consequences?



Controlling
Parent



Nurturing
Parent



Functional
Adult



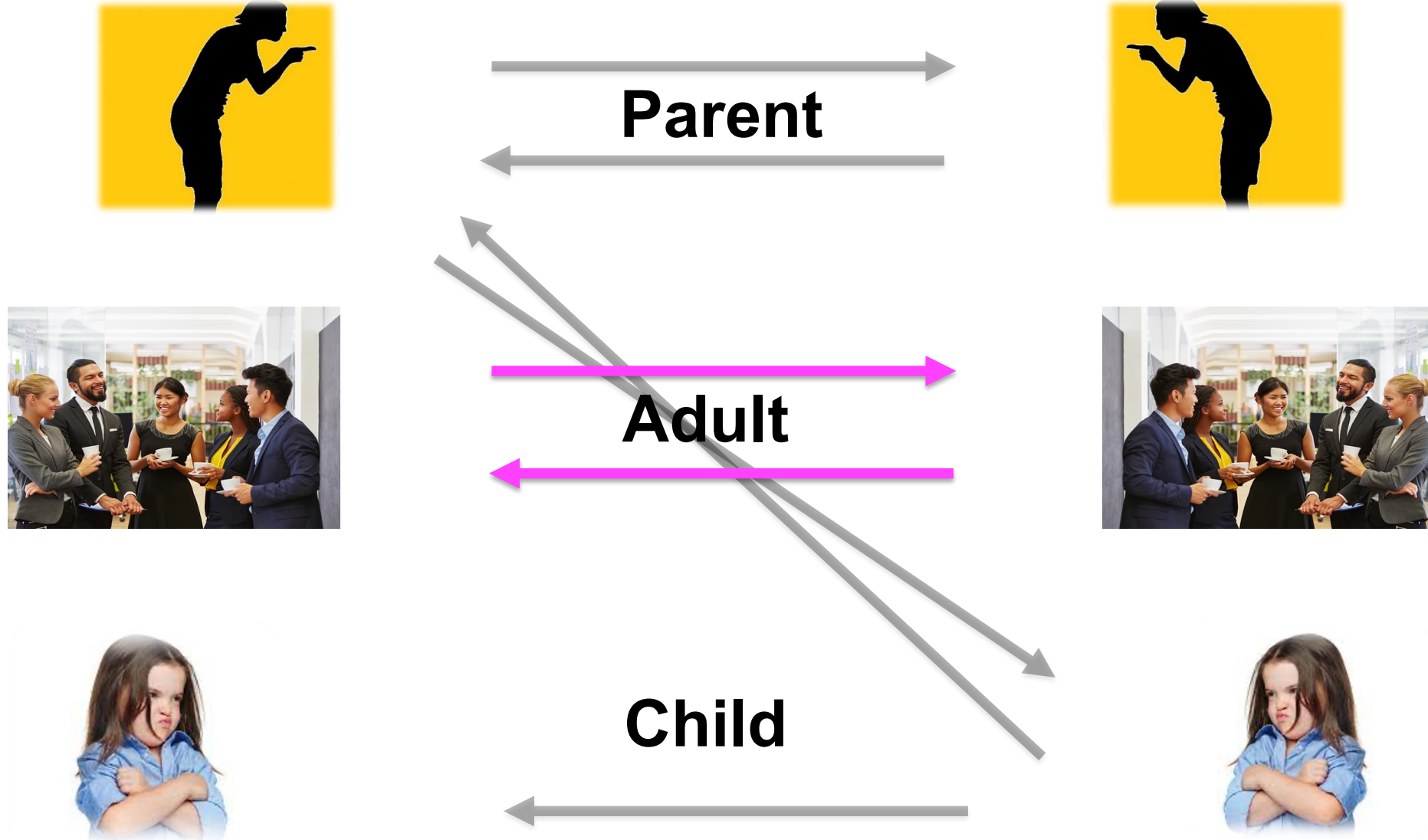
Adapted
Child



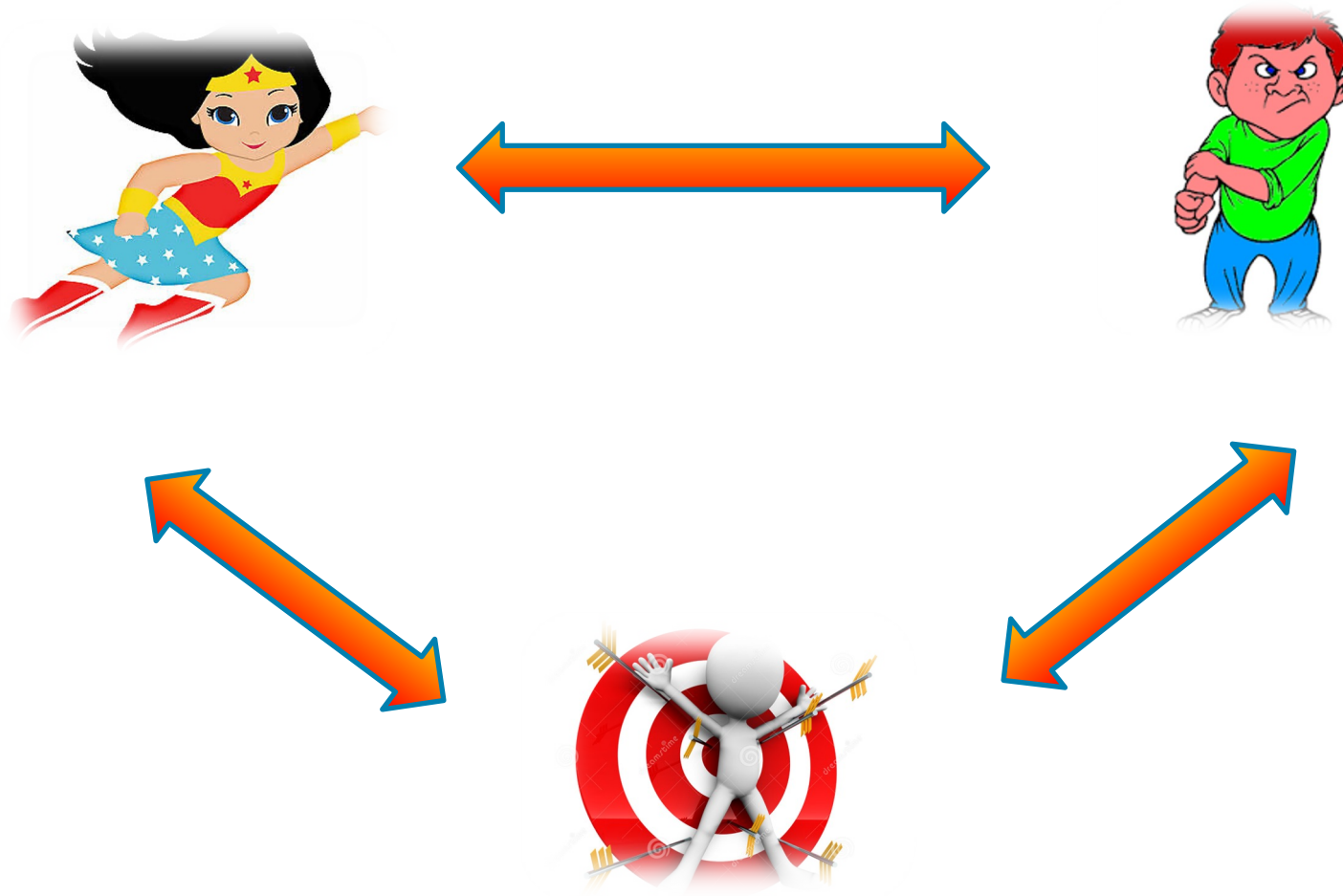
Free
Child

Positive	Negative
Firmness, control, clarity, accountability	Bossy, overbearing, disabling & disengaging
Caring, loving, kind generous	“Rescuers need victims”; disable people doing things for themselves
Logical, rational, problem-solving, balance conflict	Boring, pedantic, limited use of feelings/values
Polite, courteous, accepting, amenable	Sit quietly, can’t say “no”; or aggressive, rebellious (or both)
Friendliness, fun, creative, honest, use emotions	Immature, childish, over emotional

How do we want to do things?



Noticing Drama Triangles...



Karpman (1968)

Reframing...

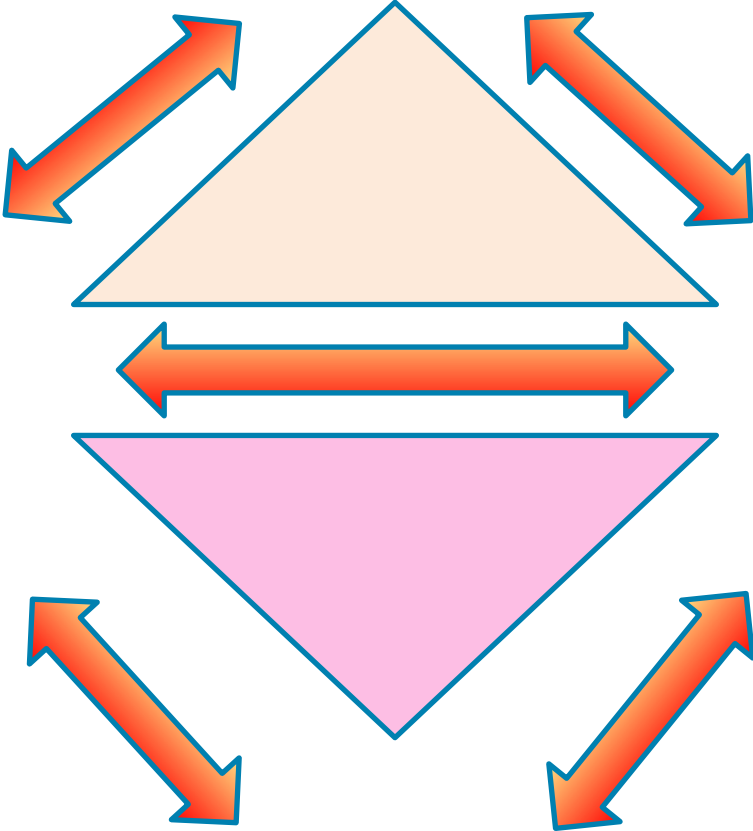
“Fix” or Enable?



Coach



Creator



Challenger



Emerald (2009)



What is the impact of sharing power & focusing on learning?



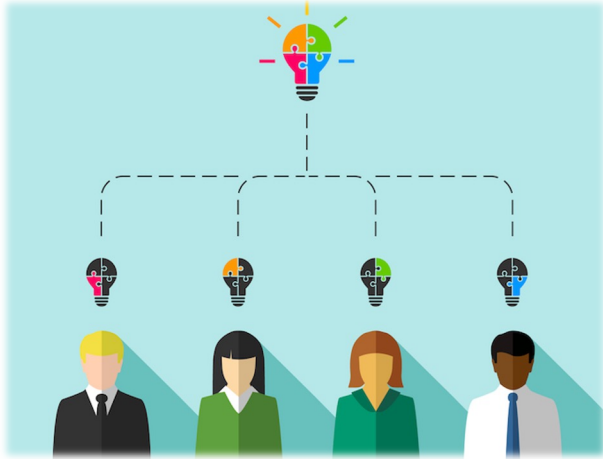
Participation & ownership: increased by “if you decide you own it”

Outcomes achieved:
Profits, efficiency,
creativity, awareness,
impact



Growth & achieving potential: individuals, organisations & communities

How do we share power?



**Difference/
diversity:**
recognise,
understand &
genuinely value



Listen:
To hear and
understand
and give
space



Ask questions: to
help everyone
achieve outcomes



Avoid: giving
answers,
interrupting, self
curiosity
questions



Successful organisations...

Genuinely **value differences** to include everyone and
balance power so that people decide why, what, how, when
as much as possible

...within the loosest possible parameters!

Where is your organisation?

Too
Tight



Too
Loose

Lets do some lunch!



Learning Outcome 1

Understand the connections between organisational structure, strategy and the business operating environment

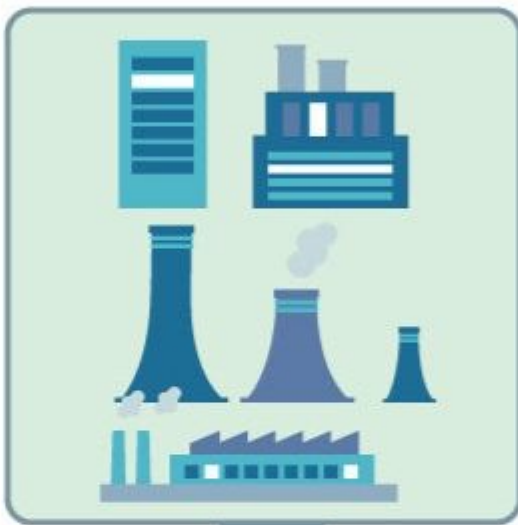
Sectors



PRIMARY

Raw Materials:

Extraction of...
Agriculture



SECONDARY

Finished goods:

Manufacturing
Utilities (electricity, gas, water)
Construction



TERTIARY

Services:

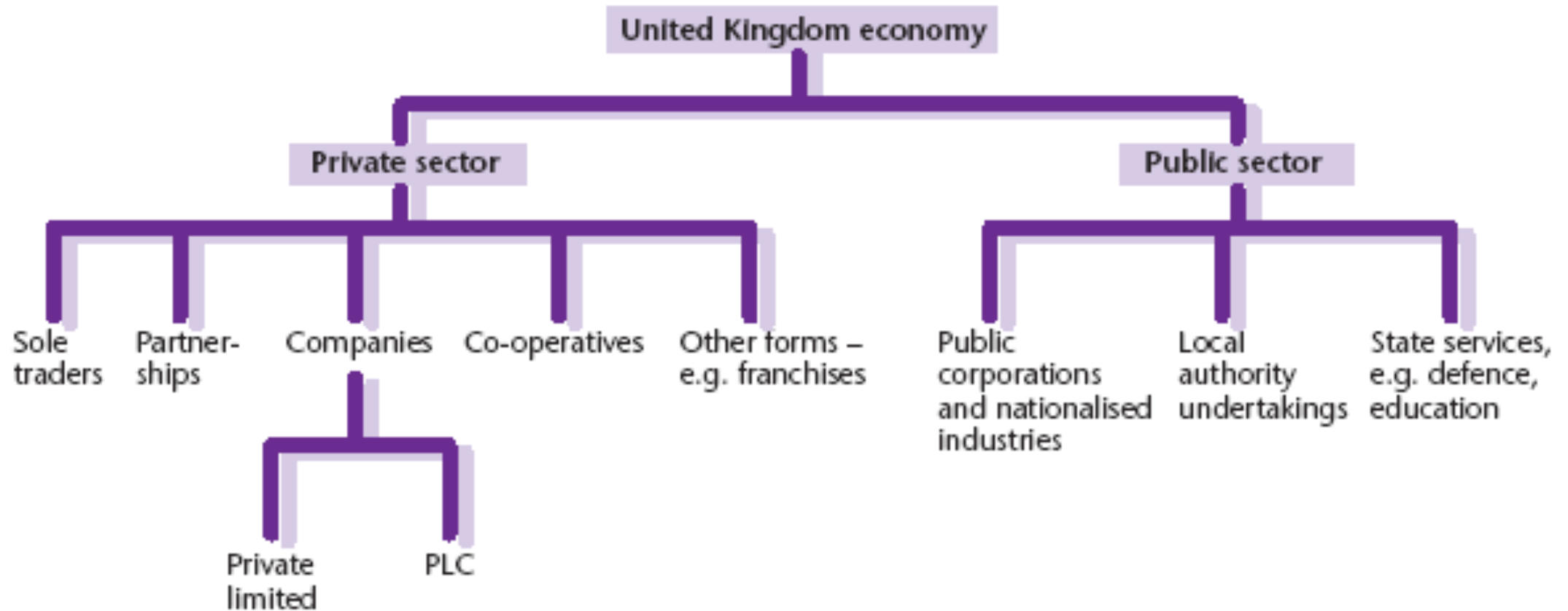
Retail
Financial Services
Communication
Hospitality & Leisure
Information Technology
Housing



QUARTENARY

Education
Public Services
Research &
Development

Types of Organisations



Models of Organisational Structure

- Bureaucracy
- Divisionalisation
- Matrix organisations
- Networks
- Virtual organisations
- Strategic Alliances

(Kew and Stredwick, 2016)

Factors affecting Organisational Design

- Organisational purpose and goals
- External demand – e.g. pressure from shareholders
- Changes to the environment – e.g. pandemic and home-working; technological advancements; legislative changes
- Lifecycle changes – start-up, growth, maturity, decline
- Response to customer demand (e.g. for online services)
- History – societal, organisational, personal etc

Activity

What are the advantages and disadvantages of a bureaucratic, hierarchical structure?

What are the advantages and disadvantages of an organisation that is centralised/decentralised?

What are the arguments for hybrid/remote vs pre pandemic "norms" working?

What are the advantages/disadvantages of

Richard Branson

“Train people well enough so they can leave, treat them well enough so they don't want to”

“How our people feel is our most important measure of success”

Timpsons

"We have two things we ask everyone to focus on:

- Do the best for the person in front of you...whatever that is
- Don't harm/steal from the organisation"

Long term support for rehabilitating offenders (20% of employees)

How People Practices affect Structure and Systems

HR can design structures and implement changes to help organisation's meet their goals and improve organisational performance.

- More influence if HR has a prominent role – seat at the table
- Operational impact through business partnering
- Organisational design (structure and processes) and development (involving its people and their behaviour).
- Potential impact – type and capability of people recruited, how talent is managed, identification of organisational priorities.

Organisation Goals/Objectives

- Mission – creates focus and comes first
- Vision – provides direction and view of the future
- Values – expected behaviours
- Purpose – reason why organisation exists
- Planning translates mission into goals that align with values and enable purpose to be fulfilled
- Longer term goals turned into objectives for teams (need to be SMART)
- Policies (including people policies) support the overall business strategy and goals whilst ensuring compliance with legislation

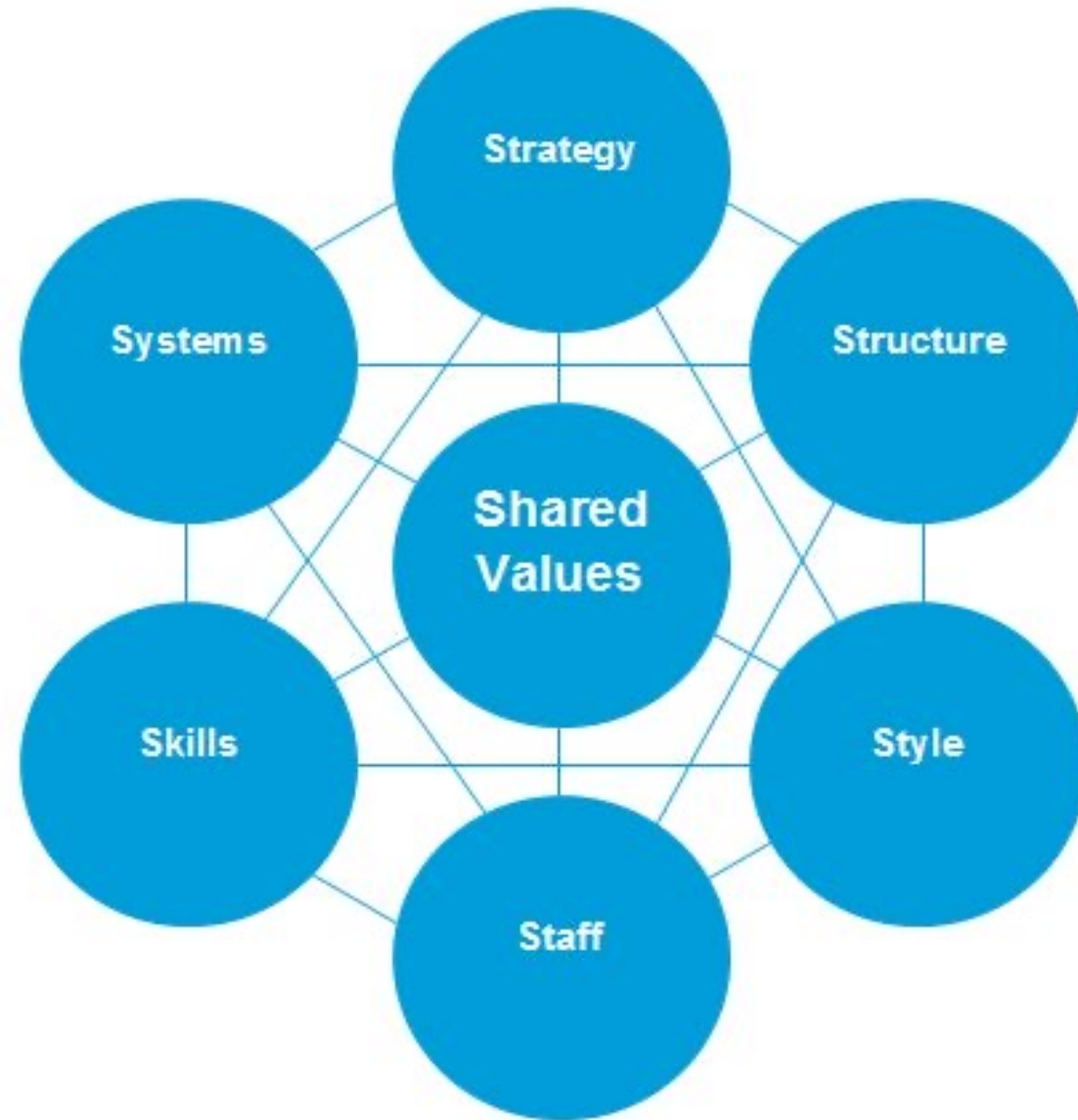
Goals of HRM Function

- Support organisation in achieving its objectives by developing and implementing HR strategies which are integrated with the Business strategy
- Contribute to the development of a high performance culture
- Ensure the organisation has the talented, skilled and engaged employees it needs
- Maintain a positive employment relationship between management and employees (must feel trusted, valued and appreciated)
- Provide a good employee experience
- Further the wellbeing of employees as major stakeholders

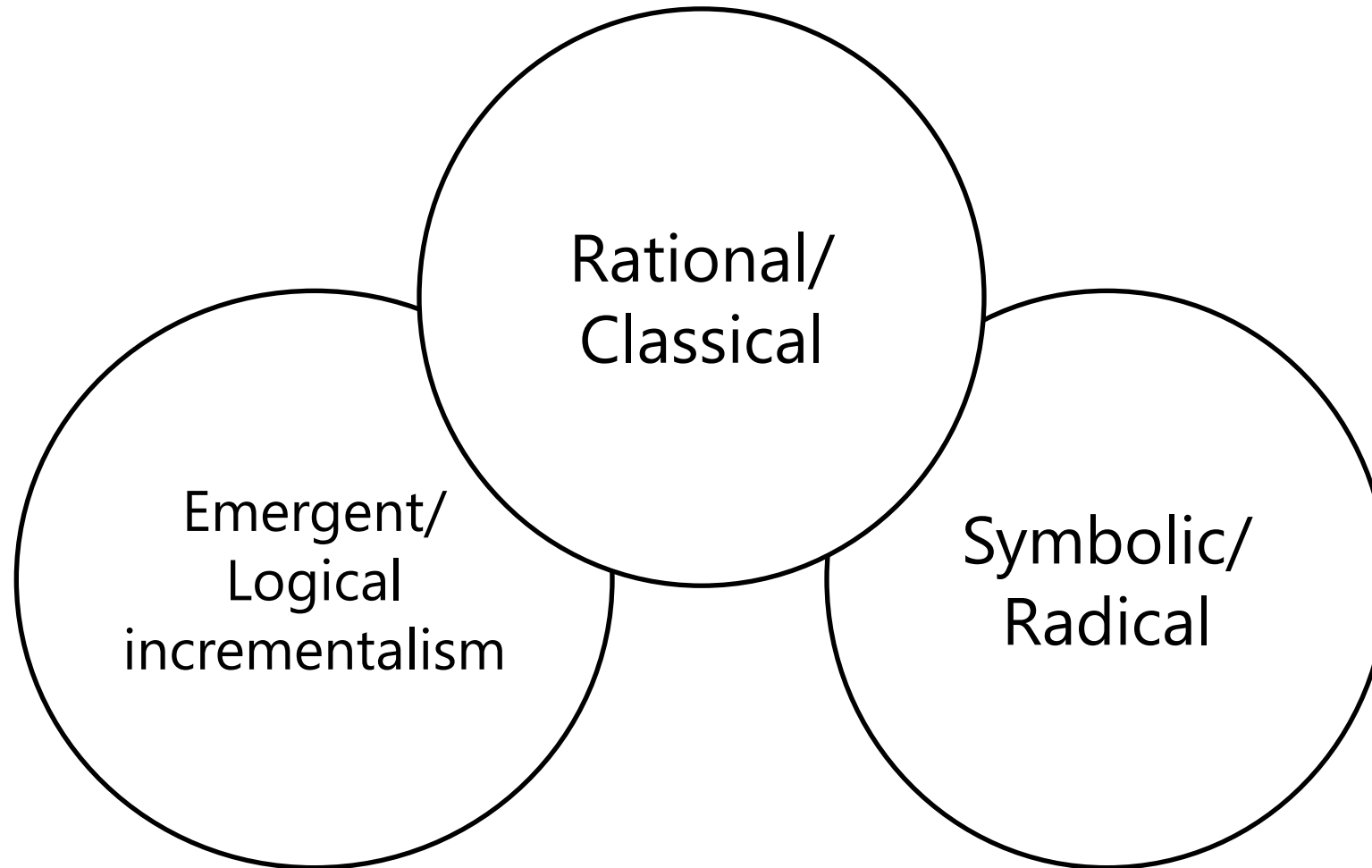
Organisations as Whole Systems

- Different aspects of an organisation interrelate – an organisation's mission will affect its values, its purpose will affect its structure and its processes will affect the employee experience and in turn its reputation.
- Some organisations capitalise on this, creating a strong culture and values that underpin every aspect of its operation
- A holistic systems approach to analysing or planning in organisations recognises the interrelation of different organisational aspects to deliver products or services.

McKinsey 7S Framework



Approaches to Formulating Business Strategy



Approaches to Formulation of HR Strategy

- Best fit/Contingency
- Best Practice/High Commitment
- Resource Based thinking

Horizontal and Vertical Integration (Best Fit)

- Main characteristic of HR strategy is its integration with business strategy.
- HR Strategies need to have external fit with business strategies and be vertically aligned to them.
- There needs to be horizontal alignment with all aspects of HR strategy so they are consistent and support each other (internal fit).
- The greater the degree of vertical and horizontal integration within an organisation, the more effective HR strategy will be

Analysing the External Environment

- To inform strategy
- To remain competitive
- To ensure sustainable organisational performance
- Our responsibility to understand the external world
- Tools – PESTLE, SWOT, Porter's 5 Forces

Video - PESTLE

- CIPD's video on what PESTLE stands for:

<https://youtu.be/GFVKKTwkANY>



Examples of Effect on HR

- Example 1 – A social trend is the ageing population. Possible HR implications for the NHS – need to train staff in elderly patient care; increase number of staff in certain wards; offer flexible working opportunities to encourage older workers into the workforce/retain them.
- Example 2 - Brexit (political factor) has resulted in less people migrating to this country which has already affected vacancy levels in some organisations. In the NHS this means finding alternative ways of filling those vacancies – for example by encouraging more men to go into the nursing profession.

Technology - The Fourth Industrial Revolution

- 2 views – pessimistic/optimistic
- Likely – a time lag between jobs going and jobs being created

Good source: World Economic Forum:

[The Fourth Industrial Revolution: what it means and how to respond | World Economic Forum \(weforum.org\)](https://www.weforum.org/publications/the-fourth-industrial-revolution-what-it-means-and-how-to-respond/)

What makes a job susceptible to Automation?

<https://willrobotstakemyjob.com/>



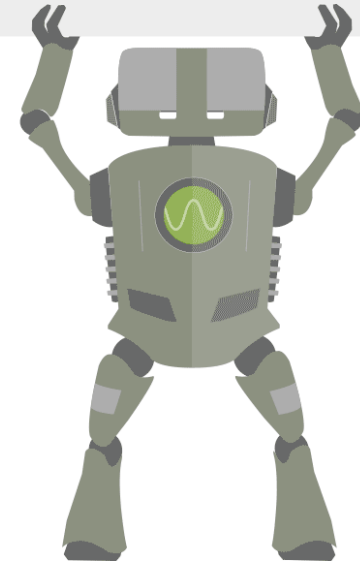
At work, do you need to:

Negotiate?

Help and assist others?

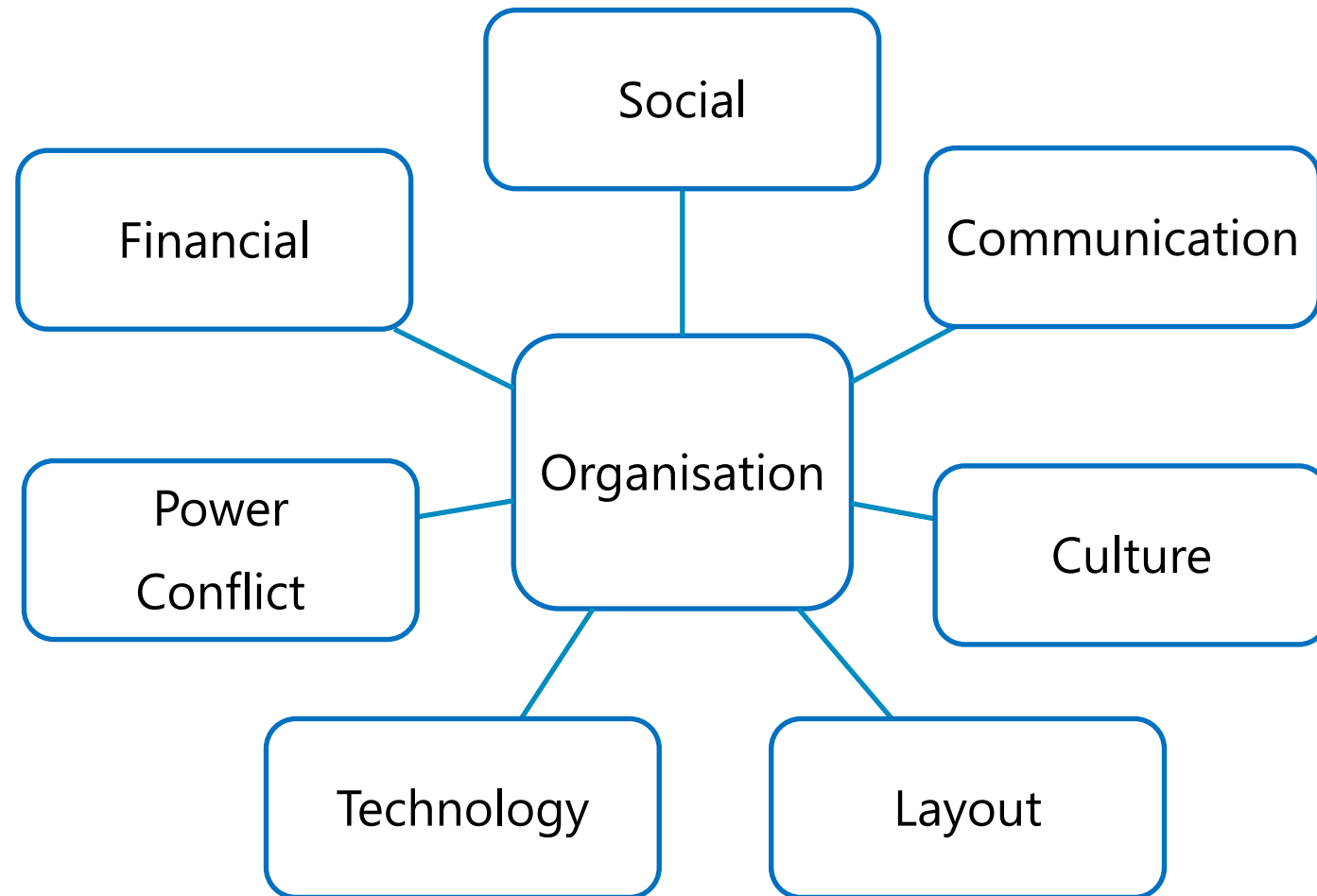
Come up with original ideas?

✓ **Your job is safer
from automation**





Internal Factors that affect Organisations and HR



Learning Outcome 2:

Understand organisational culture and theoretical perspectives on how people behave at work.

Theories of Organisational and Human Behaviour

- Theories underpin people management activities such as selection (personality/attitude), performance management (motivation), organisational design (group dynamics).
- A number of social processes take place in organisations that affect how they function – interaction and networking, communication, group behaviour, leadership, power and politics.
- Factors affecting performance can be identified and acted upon.

Group/Team Dynamics

Definition: "Kurt Lewin, a social psychologist and change management expert, is credited with coining the term 'group dynamics' in the early 1940s. He noted that people often take on distinct roles and behaviours when they work in a group. 'Group dynamics' describes the effects of these roles and behaviours on other group members, and on the group as a whole."

MindTools (no date). *Improving Group Dynamics: Helping Your Team Work More Effectively*. [online] Available at: <https://www.mindtools.com/pages/article/improving-group-dynamics.htm> [Accessed 10 July 2017].

Two well known theories – Tuckman's theory of team development and Belbin's theory of team roles.

Playing to strengths: understand differences in groups

Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

Theories of Motivation

- Maslow's Hierarchy of Needs
- Herzberg – Motivation-Hygiene Theory
- Expectancy Theory = Vroom
- Self-determination Theory – Deci and Ryan
- Motivation can be **intrinsic** (resulting from internal factors such as enjoyment or feeling appreciated) or **extrinsic** (resulting from external factors such as pay or benefits).

Your Experiences

- What motivates you?
- What has the organisation done/is doing that keeps you engaged?

Culture eats strategy for breakfast

Drucker (2002)

Culture

- Culture can affect the way people behave
- 'The way we do things around here' (Deal and Kennedy, 2000, as cited in Armstrong, 2019).
- Needs to be taken into consideration when implementing programmes to develop the organisation.
- Culture can significantly affect the way the organisation operates and how effective it is.

Changing Cultures for the Better

- Do we want to create a culture that supports innovation, collaboration, well-being, inclusion?
- What needs to change to do this? – structure, the way work is carried out, policies, management (less 'command and control') etc.
- Use cultural web/other models to analyse the culture as it is and then how we want it to be.

Culture Types (Harrison, 1972)

Power	• Competitive • Top down approach
People	• Consensual • Management control rejected
Task	• Focus on skills and competency • Dynamic
Role	• Legality • Bureaucratic

The Cultural Web (Johnson et al, 2012)

Figure 1: The Cultural Web



Positive Cultures

- Starts with organisation's core values
- Open and honest communication
- Employee involvement in planning and shaping the work
- Collaboration and support across individuals and teams (inclusion)
- Fair reward systems
- Opportunities for growth
- Low employee turnover
- Sense of job security

Discussion

What do you now feel about the importance of **managers** vs **systems/processes** in your culture?

What are you now thinking about to help your organisation “perform” better?

Learning Outcome 3:

Understand how people practice supports the achievement of business goals and objectives.

Group discussion

- How would you describe the culture in your organisation?
- What could be done to improve it?

How People Practice can Influence Culture

This can be done throughout the **employee lifecycle**:

Recruitment – emphasis on personal values and behaviour

Onboarding – promoting values and integrating them

Performance management – an employee-manager partnership rather than a hierarchical, autocratic approach. Poor performance managed ethically

Reward – people are rewarded for what is valued, it's fair

Learning – people supported to take ownership of their own development

Hot topics for HR

- Diversity and Inclusion
- Wellbeing
- Flexibility
- There are clear business cases for focussing on all, but more than anything it's the right thing to do.
- Changing employee expectations mean that action in these areas will result in better employer brand.

The Business Case for Wellbeing (CIPD, 2020)

- Healthy workplaces help people to flourish and reach their potential
- Good health and wellbeing are a core enabler of employee engagement and organisational performance
- Investing in wellbeing can lead to increased resilience, reduced sickness absence, and higher performance and productivity
- There's a legal 'duty of care' in relation to the health and welfare of employees
- There are less accidents due to the Health and Safety Act 1974, but there's been a rise in mental health issues over last 10 years
- Unhealthy work practices such as presenteeism and leavism due to unmanageable workloads
- Link between introduction of wellness programmes and improved business performance

HR has a Key Role in Change Management

Contribution to Controllable aspects:

- Provide information on skills, impact on other parts of organisation, stakeholders, measuring success of change (e.g. turnover/absence rates)
- Advising on communication processes
- Changing policies/processes to support and embed change

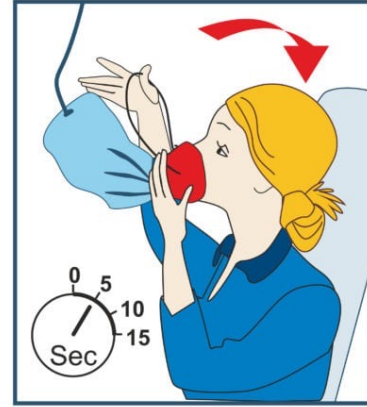
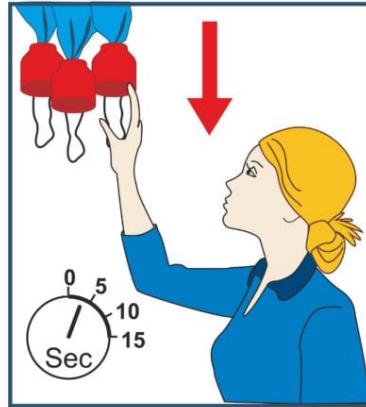
Contribution to Uncontrollable (people's responses)

- Building trust, relationship management – ensuring people feel fairly treated
- Advising on reactions to change, gaining buy-in
- Reducing uncertainty, stress and improving job satisfaction through planning, good leadership
- Building a change ready culture

The importance of self-care...take time to breathe!

If you think self-care is selfish...change your mind!

If you don't give yourself time, you are ducking your responsibilities!



Working in "care" means we are more likely to:

- Nurture others
- "Rescue"/do things for others
- Have become comfortable reacting
- Inadvertently "abuse" ourselves

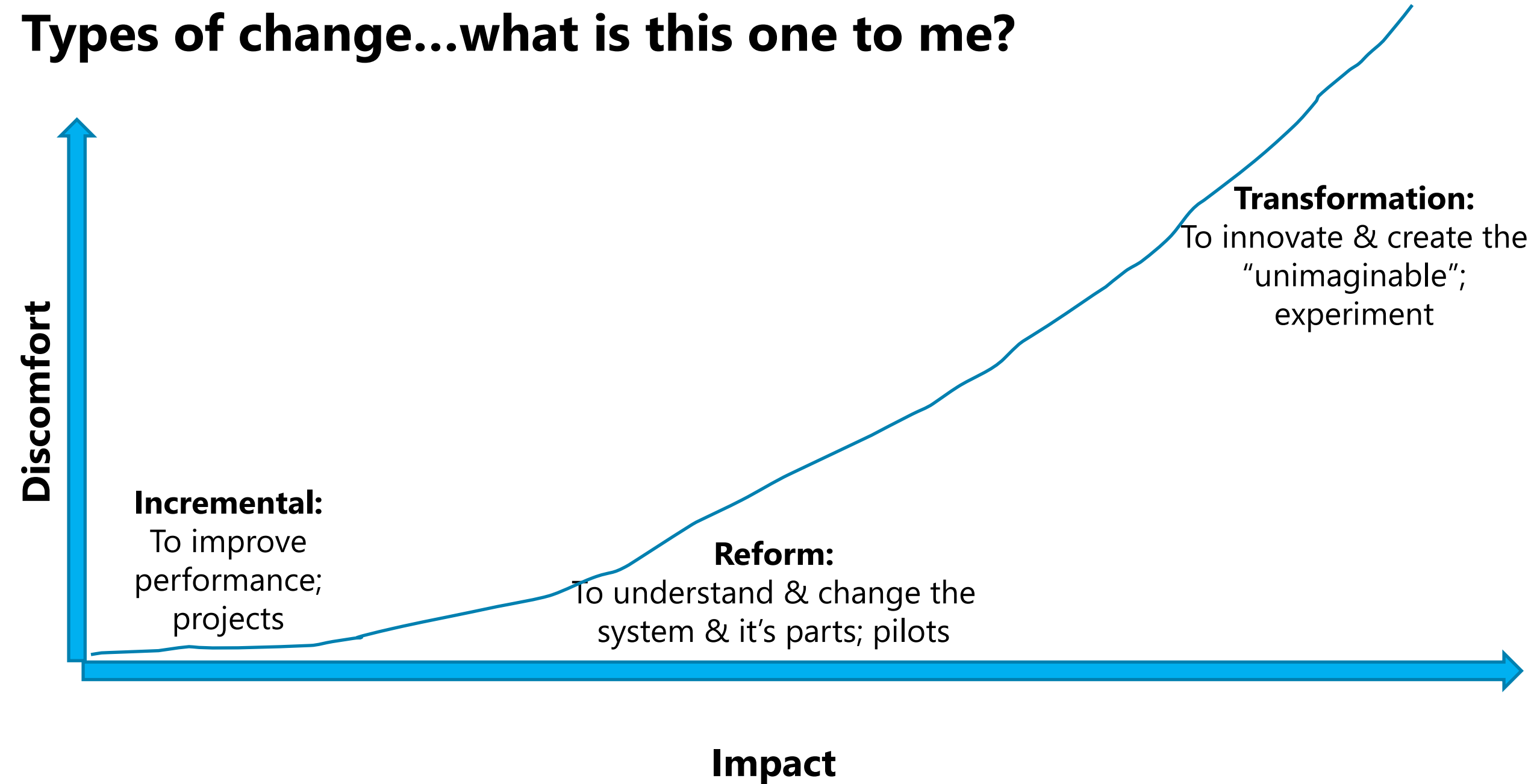
Something new...how do we normally respond?

Every "change" will mean something different to each of us...

The length & depth will depend on our "map of the world"

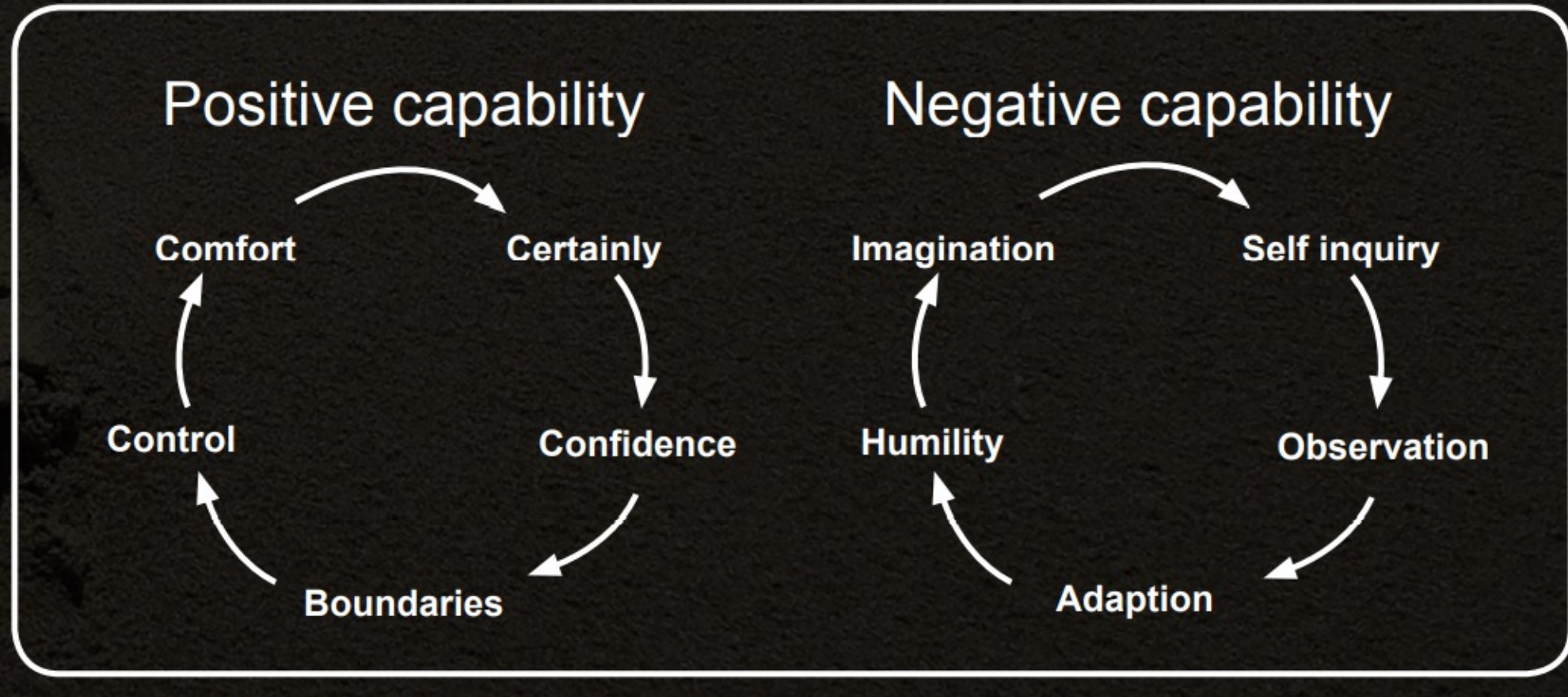


Types of change...what is this one to me?



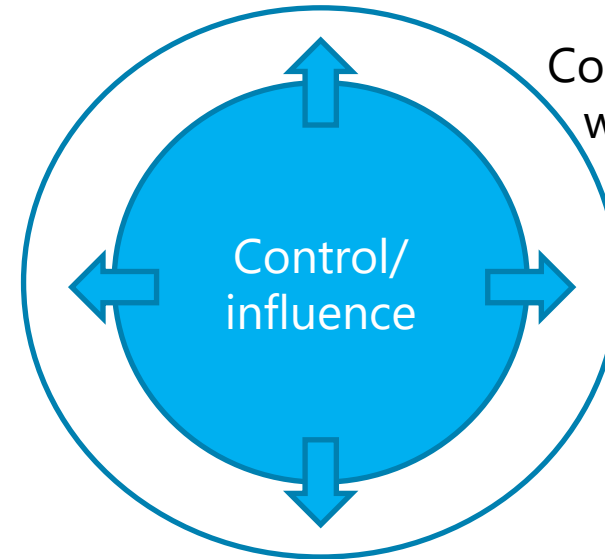
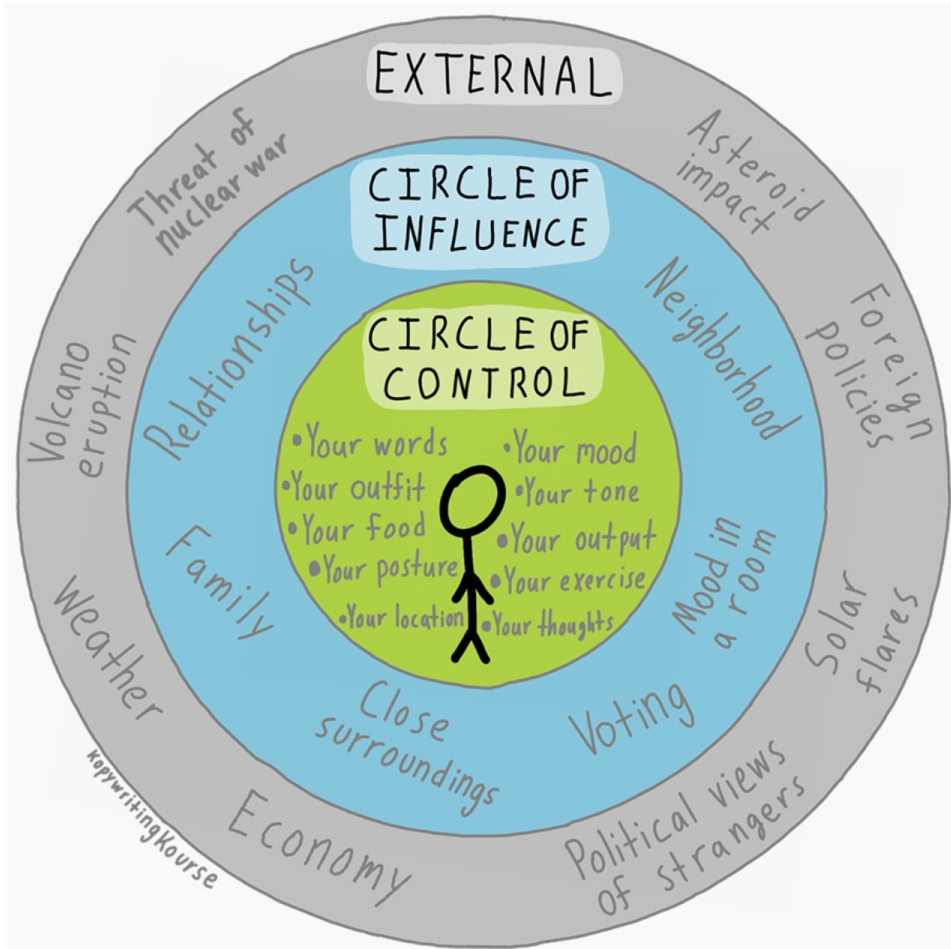
Being the change: developing our negative capability

What is negative capability?

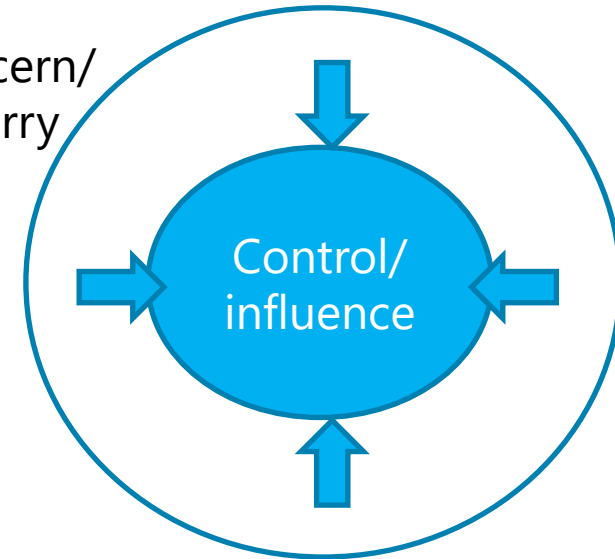


Realising we have a choice...

...our circles of control & influence



Proactive



Reactive

However stormy and what the size of our vessel,
"we are the master of our own ship"

Routine Problems vs Adaptive Challenges

Heifetz & Linsky (2009)



- ☐ Easily defined
- ☐ Proven solutions
- ☐ Use of expert to know what to do next (based on history)
- ☐ Policies, procedures and protocols can be developed and used

Knowns: use of experience, hierarchy and process

Often hard to define issues
No clear known solution
Lots of perspectives as to how to deal with the challenge
Single expertise cannot solve the problem

Unknowns: learning and collaboration are key

Picking the right HR/leadership skills...

Routine

Adaptive

Direction	Define the problem and point to solution	Identify issues/challenges are adaptive; ask questions
Protection	Protect the team/ organisation from external threats	Share awareness of external threats
Order	Focus people on their current roles	Disorient current roles; resist settling into new roles (too quickly)
Conflict	Restore order and minimise any conflict	Expose healthy conflict and/or let it emerge
Norms	Maintain – focus on keeping people “in line”	Challenge norms; make it safe for them to be challenge
Reward	Achieving agreed outputs	Challenge; humility; testing;

Need for Agility

- Change is constant
- Need for agile business processes and agile workforce, for long-term sustainability
- HR can promote a change-ready culture
- Build resilience and change capabilities
- Promote a change mindset to encourage innovation

What have we learnt?

- Strategy is influenced by internal and external factors
- Organisational structures are aligned to purpose, values
- People practices support the achievement of business objectives
- HR can design structures and implement changes to help organisation's meet their goals and improve organisational performance, using their knowledge of how people behave
- Key issues for HR – wellbeing, flexibility/agility, diversity and inclusion, impact of technology

THE YORKSHIRE

— TEA GUIDE —



CAN I HAVE SOME
TEA IN MI MILK?



HAS THA SHOWN IT
BAG YET?



DAFT WASSOCK



EY UP



NAH THEN



REYT BOBBY DAZZLER



AS THA GOT
BUILDERS IN



GI'OEER WITH!!



THA COULD RUN'T
CAR ON THAT

Refresh

