

The slide features a white background with abstract green geometric shapes on the left and right sides. These shapes are composed of various shades of green, from light to dark, and are arranged in a way that creates a sense of depth and movement. The text is centered on the left side of the slide.

‘Workplace culture and
its impact on
organisational
efficiency.’

Deal and Kennedy's Culture Types

- Deal and Kennedy identified four distinct types of cultures. They also identified two marketplace factors that they felt influenced cultural patterns and practices. They were:
- The degree of risk associated with a company's key activities.
- The speed at which companies learn whether their actions and strategies are successful.
- They believed that the risk involved in making a poor decision and the time it takes to find out whether a decision is the right one both have a bearing on how cultural elements develop and influence an organization's employees.
- Deal and Kennedy present these factors in a 2 x 2 matrix that identifies the four culture types, as shown in Figure 1 below.
- Deal Kennedy also came up with 6 cultural elements which I will be talking about in my presentation.
- Mind tools (no date)

Feedback Speed
Fast
Slow



I will be discussing the model Deal Kennedy. And how is 6 cultural elements fits in with M&S.

Deal and Kennedy identified four distinct types of cultures. They also identified two marketplace factors that they felt influenced cultural patterns and practices. They were:

The degree of risk associated with a company's key activities.

The speed at which companies learn whether their actions and strategies are successful.

Mind tools (no date) [Deal kennedys cultural model] available at:

https://www.mindtools.com/pages/article/newSTR_86.htm accessed: 25/02/2020

So my next slide will be on the 1st element.

History



► “It’s amazing what a penny can do. ‘Don’t ask the price, it’s a penny’ was the slogan Michael Marks used when he opened his first bazaar in Leeds in 1884. It couldn’t be any simpler and both his idea and hard work soon paid off. But it was when Michael went into partnership with Tom Spencer in 1894 that the company we all know really started to take shape.” (Marks in time)

► (M&S, no date)

M&S is one of the Britain's oldest and best known retailers of clothing, food and homeware. M&S employ 60.000 people worldwide more than 450 stores in 30 countries, and serve tens of millions customers every week.

(unknown, no date,[*Marks in time*] available at:

<https://marksintime.marksandspencer.com/ms-history/timeline> accessed:

13/02/2020



Values and beliefs

Meave.M (2015)

"I didn't realise that there was so much within one company and that it was so diverse. That's what's so good about M&S; you can progress within the company and go in totally different directions. You're exposed to a lot so you can learn a lot about your strengths and weaknesses."

Maeve – Graduate,
Retail Management

Marks and spencer are very strong on their values and beliefs as a company and on their employees their values determine what the organization stands for. They value people that are from disadvantage backgrounds they work along side 4 main charity companies to employ staff that are jobless and have disability. They allow their employees progress and build a confidence within themselves. They are a very diverse company. Also they help you learn a lot about your strengths and weaknesses. (Meave.M (2015),[*LIVING OUR VALUES FROM INSIDE OUT*] AVAILBLE AT : <https://careers.marksandspencer.com/inside-mands/living-our-values-from-the-inside-out> ACCESSED: 13/02/2020

Also 'The relationship between the organisation and its members is influenced by what motivates them to work, and rewards and fulfilment derived from it.'
(Laura.Mullins, 2016, pg. 254)

Rituals and ceremonies



► DON'T JUST BE A COLLEAGUE, BE A BUDDY

► The Buddy Network is an employee-led group, set up to give those of us managing health conditions alongside our work the opportunity to share our journeys and support each other's wellbeing.

► This is done primarily through our Buddy Network Yammer group and face to face 'Coffee and Chats', which we've hosted in all our London offices and our HR Shared Service Centre in Manchester. We recently tried our first conference call, as over half of our 160 members are based in stores, which was a great success. It's an inclusive group so anyone is welcome, whether you're dealing with a mental or physical health condition, are a line manager, a career or just interested in wellbeing in general.

M&S, (2017)

The buddy network at M&S helps employees with managing their health conditions alongside other employees with the opportunity to share their journeys and support each others well being.

(Don't just be a colleague be a buddy) (28 February, 2017)

Availbe at: <https://careers.marksandspencer.com/inside-mands/don%E2%80%99t-just-be-a-colleague-be-a-buddy>

accessed: 13.02,2020)

This is also another form of motivating your employees as by doing this ;
'a person's work motivation, satisfaction and performance are determined by the comparative strength of economic rewards, intrinsic satisfaction and social relationship.' (Laura.Mullins, 2016, pg. 254)



Alex. (2020)

M&S have a big stories page on their website stating many stories of their employees as from where they have started and how m&s has changed their career and how they have moved up in life from apprenticeships to using data in m&S to change peoples lives and they also have many other stories on their careers page of other employees and their job role.

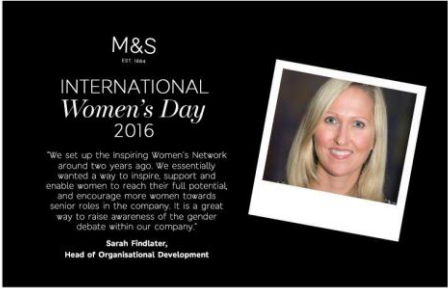
Unknown, (2020), [M&S Stories]available at:

<https://corporate.marksandspencer.com/stories> accessed: 20/02/20

Alex, (2020) [read our stories] available at:

<https://careers.marksandspencer.com/inside-mands/our-apprenticeships-are-shaping-leaders-of-the-future> accessed: 20/02/20

10 MINUTES WITH SARAH, HEAD OF ORGANISATIONAL DEVELOPMENT



Heroic figures

- ▶ Hi Sarah, so tell us a bit about what you do.
- ▶ I head up organizational development for M&S. That covers recruitment, learning and talent development, employee relations and engagement and also includes responsibility for diversity and inclusion.
- ▶ So, as part of that, what have you got lined up for International Women's Day (IWD)?
- ▶ Well, we've got a panel discussion scheduled in, titled "What I wish I knew then", which brings together five inspiring M&S women - our HR Director, Director of Womenswear, Lingerie and Beauty, Head of the Property Strategic Programmed Office, Head of Technology for Fresh and one of our retail managers. They'll talk about their career journeys, share their best and worst moments, what's helped them, and give their thoughts on what more we can do to improve our gender balance.

Sarah. (2016)

Heroic figures are Stories about employees and managers who are people stories that are elevated because they embody their organizational values.

Sarah is the head of an organisational department and she has organised an event for international women's day at M&S. Above Sarah is talking about how they help women in the company to talk and express their feelings at work and how they could make them elves feel better at work as being a women and talking to all the women about their career journey.

It is important to have someone like this at the workplace to help encourage women in the workplace and motivate them.

M&S have a lot of events linking to their values as a company.

Sarah. F, (2016) [read our stories, international women days] available :

<https://careers.marksandspencer.com/inside-mands/10-minutes-with-sarah-head-of-organisational-development> accessed on : 20/02/20



The Culture Network

The culture network in a workplace allows employees to seek and gain career advice, give out their ideas, become friends beyond the boardroom and truly learn from one another. Both internal and external networking are essential for career development and self fulfilment. But it's the internal networking that can help organisations such as M&S create a close knit culture of employees even if they don't necessarily work together everyday. O.C Tanner (2017) [how to encourage networking that boosts company culture] available at: <https://www.entrepreneur.com/article/287768> accessed: 25/02/2020

The workplace culture is also an environment employers build for their employees by trusting in their values and beliefs interactions and their behaviours and attitude towards the workplace. Which M&S is very good at as they take employee voice very seriously and there are many stories on the M&S careers page about different employees having impact in the organisation because they were listened to.

M&S have the networking system called buddy network for their employees to interact with their team face to face chats over tea and coffee. Unknown (2020) [M&S careers] available at :

<https://careers.marksandspencer.com/search/keyword/network> accessed: 25/02/2020

M&S also 'wants to go beyond the expectations of employees, customers and

stakeholders by collaborating with suppliers to create fair workplaces and achieve step changes in environmental performance. Initiatives cover a range of challenges in the global supply chain, which M&S reckons to accounts for about 80% of its footprint.' (The guardian, 2012)



- **Work Hard/Play Hard** - This culture is the world of sales (among others). Employees themselves take few risks; however, the feedback on how well they are performing is almost immediate. Employees in this culture have to maintain high levels of energy and stay upbeat. Heroes in such cultures are high volume salespeople.
- Interestingly, this culture recognizes that one person alone cannot make the company. They know it is a team effort and everyone is driven to excel. Contests among employees are common here, as they drive everyone to reach new heights.
- Mind tools (no date)

Looking at Deal Kennedy's the 6 cultural elements of M&S. it fits in well with the culture type Work hard Play hard. This is because M&S is a team effort organisation and all employees work together to make this organisation a success and always having feedback of their managers. And always making sure their employees are reaching new heights .

Mind tools (no date) [Deal kennedys cultural model] available at:
https://www.mindtools.com/pages/article/newSTR_86.htm accessed: 25/02/2020

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