mind your Ps

People Productivity Potential

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Eight Types of Company Culture

A number of different groups of researchers at Spencer Stuart, a world leading global executive search and leadership consulting firm have inter-dependently studied and refined a list of cultural styles over the past two decades and have identified eight styles that apply to both organizational cultures and individual leaders. They state all organisations are a mix of more than one style, but generally there will be one that's more dominant or obvious.

I find these descriptors quite helpful, especially when we are looking at what culture we want to have, and what culture we really have, and they may be poles apart.

A Caring Culture focuses on relationships and mutual trust. Work environments are warm, collaborative, and welcoming places where people help and support one another. Employees are united by loyalty; leaders emphasize sincerity, teamwork, and positive relationships.

A Purpose driven culture is exemplified by idealism and altruism. Work environments are tolerant, compassionate places where people try to do good for the long-term future of the world. Employees are united by a focus on sustainability and global communities; leaders emphasize shared ideals and contributing to a greater cause.

A Learning culture is characterized by exploration, expansiveness, and creativity. Work environments are inventive and open-minded places where people spark new ideas and explore alternatives. Employees are united by curiosity; leaders emphasize innovation, knowledge, and adventure.

An Enjoyment culture is expressed through fun and excitement. Work environments are light-hearted places where people tend to do what makes them happy. Employees are united by playfulness and stimulation; leaders emphasize spontaneity and a sense of humour.

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A Results focused culture is characterized by achievement and winning. Work environments are outcome-oriented and merit-based places where people aspire to achieve top performance. Employees are united by a drive for capability and success; leaders emphasize goal accomplishment.

An Authority based culture is defined by strength, decisiveness, and boldness. Work environments are competitive places where people strive to gain personal advantage. Employees are united by strong control; leaders emphasize confidence and dominance.

A Safety driven culture is defined by planning, caution, and preparedness. Work environments are predictable places where people are risk-conscious and think things through carefully. Employees are united by a desire to feel protected and anticipate change; leaders emphasize being realistic and planning ahead.

The Order culture is focused on respect, structure, and shared norms. Work environments are methodical places where people tend to play by the rules and want to fit in. Employees are united by cooperation; leaders emphasize shared procedures and time-honoured customs.

You might like to look at your organisations cultures against this list which may help you identify where you sit and guide you towards any other cultural styles you may wish to include.

Whatever you do in this area, I recommend you recognise this is going to be journey, because unless a major event occurs (such as covid) that causes you to rapidly change significantly, this is likely to be a long haul, habits are not changed overnight, but inch by inch, it's a cinch!

Some simple ideas to manage team members as they come back in a POST PANDEMIC world, or use anyway.

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1. Celebrate the return to togetherness.
What better way to welcome employees back to the office (or adjust to a new normal at work) in a positive, memorable way, than by sending a little appreciation? An ecard with points or welcome gift can create an uplifting employee experience, set a positive tone, and show employees you are grateful to have everyone back together.

2. Recognize safe practices.
In this new workplace there is a higher awareness of health and wellbeing. Show employees you care and want to create a safe workplace by encouraging and recognizing safe behaviours. Show appreciation when employees call out something unsafe in the workplace, practice proper social distancing, or innovate that make the workplace safer. Shift the focus from infection to inspiration.

BASF shifted their recognition efforts during the pandemic to recognize not just metrics, but also extra effort and new behaviours that employees were exhibiting as their work environment changed. They began recognizing employees who were resourceful and creative, collaborative, and supported team members in staying safe. It helped leaders and employees stay connected to one another while empowering teams to do their best work.

3. Give recognition to establish goals and reinforce values.
Things have changed a lot since March of 2020. In addition to remote work and social distancing, you may have taken this opportunity to change a few things in your organization. Perhaps you've introduced new company goals for 2021, or created a new set of values, or even adopted a new purpose. Recognition is a great way to reinforce behaviours that align to your new corporate focus.

4. Encourage appreciation to help teams reconnect.
Whether in the office or remote forever, employees want to feel connected to their colleagues. Peer-to-peer recognition can foster that connection, even if

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employees are in different departments or countries, especially if your recognition solution has a social wall.

Ocwen, a global mortgage broker, recognized their IT teams with a certificate signed by executives and a substantial amount of points for helping employees successfully pivot to remote work while also maintaining high operations and customer service levels during the pandemic. Peers were able to join in the appreciation by expressing their gratitude and leaving comments on their recognition platform's Wall of Fame.

5. Celebrate milestones and success together.
Company anniversaries, new product launches, or hitting a new sales goal—whatever the accomplishment it is, nothing brings people together better than celebrating together with individualised or meaningful gifts. Use this year to recognize and appreciate your employees for everything they've done to help you achieve success in spite of some very difficult times.