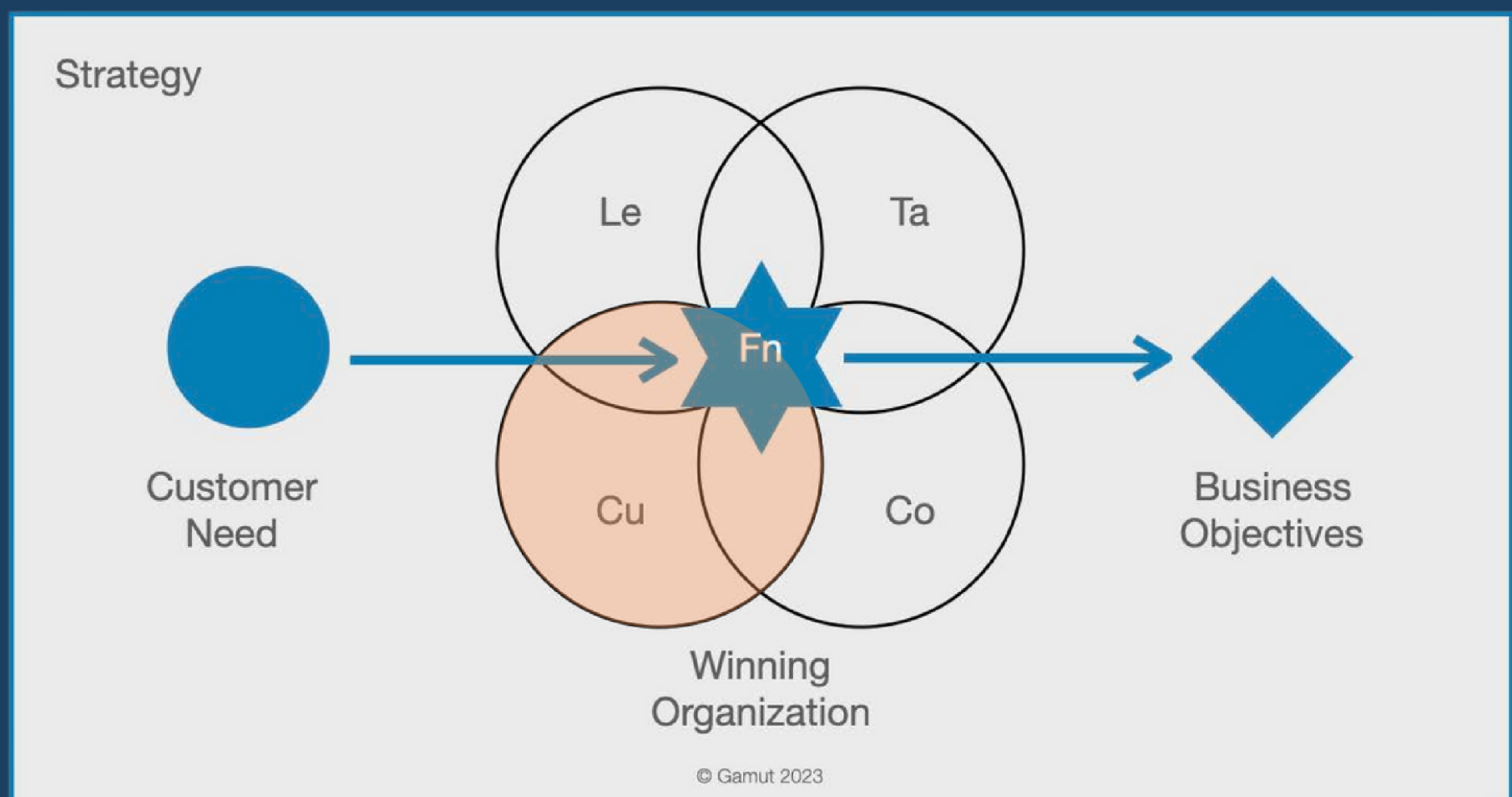# Scratch OD

ODK-2403

CULTURE IS A CRAFT

Use this design kit to design and build a culture that carries your company to its objectives.

ELEMENTS OF A WINNING ORGANIZATION™

Culture is one of four human elements you build from scratch to create a winning organization.
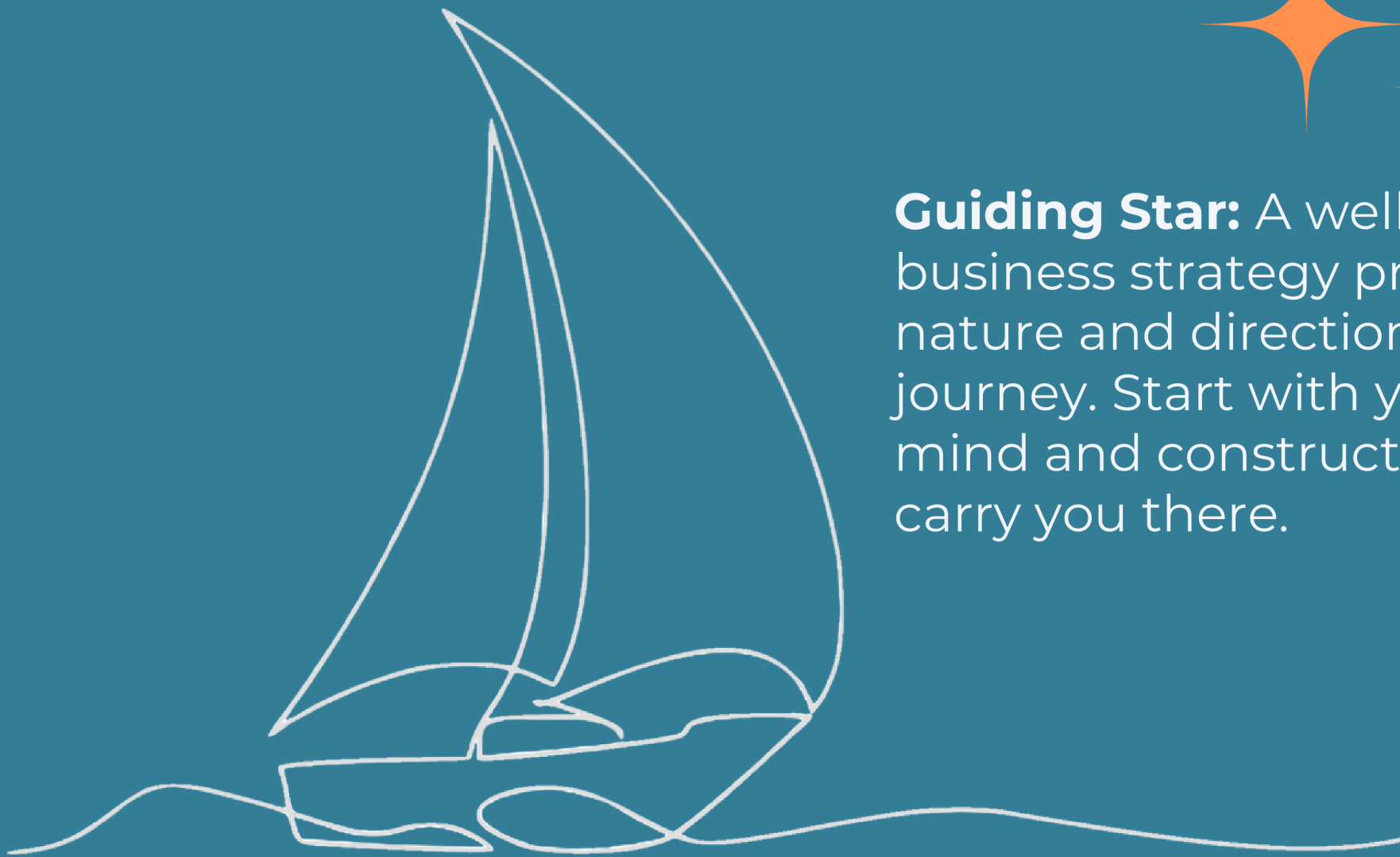

Winning Organization =

1. **Clear Line of Sight** from Strategy to Customer to Objectives
2. **Effective Functional Structure** with the right people in the right place at the right time.
3. **Aligned Human Elements:** Culture, Leadership, Talent, and Communication

GAMUT

CULTURE GETS YOU WHERE YOU ARE GOING

Culture is a vessel that carries you to a chosen destination by design.

Guiding Star: A well-defined business strategy provides the nature and direction of your journey. Start with your end in mind and construct a craft to carry you there.

Courageous Crew: Captains often get the credit, but one heroic leader can't run the ship. It takes "all hands" to make way and keep you on course.

GAMUT

CULTURE IS ART AND SCIENCE

A craft is a skillful hands-on practice, involving both art and science, that produces a beautiful, functional object.

Curating culture requires deep expertise in human behavior and a resonant appreciation of human aesthetics.

GAMUT

CULTURE IS THE SUM TOTAL OF EVERYTHING YOU SAY AND DO

Culture is complex, but it's not mysterious

CULTURE <

EXPERIENCES-MOMENTS
CHARACTERS-RELATIONSHIPS
STORIES-BELIEFS
ARTIFACTS-SYMBOLS-RITUALS
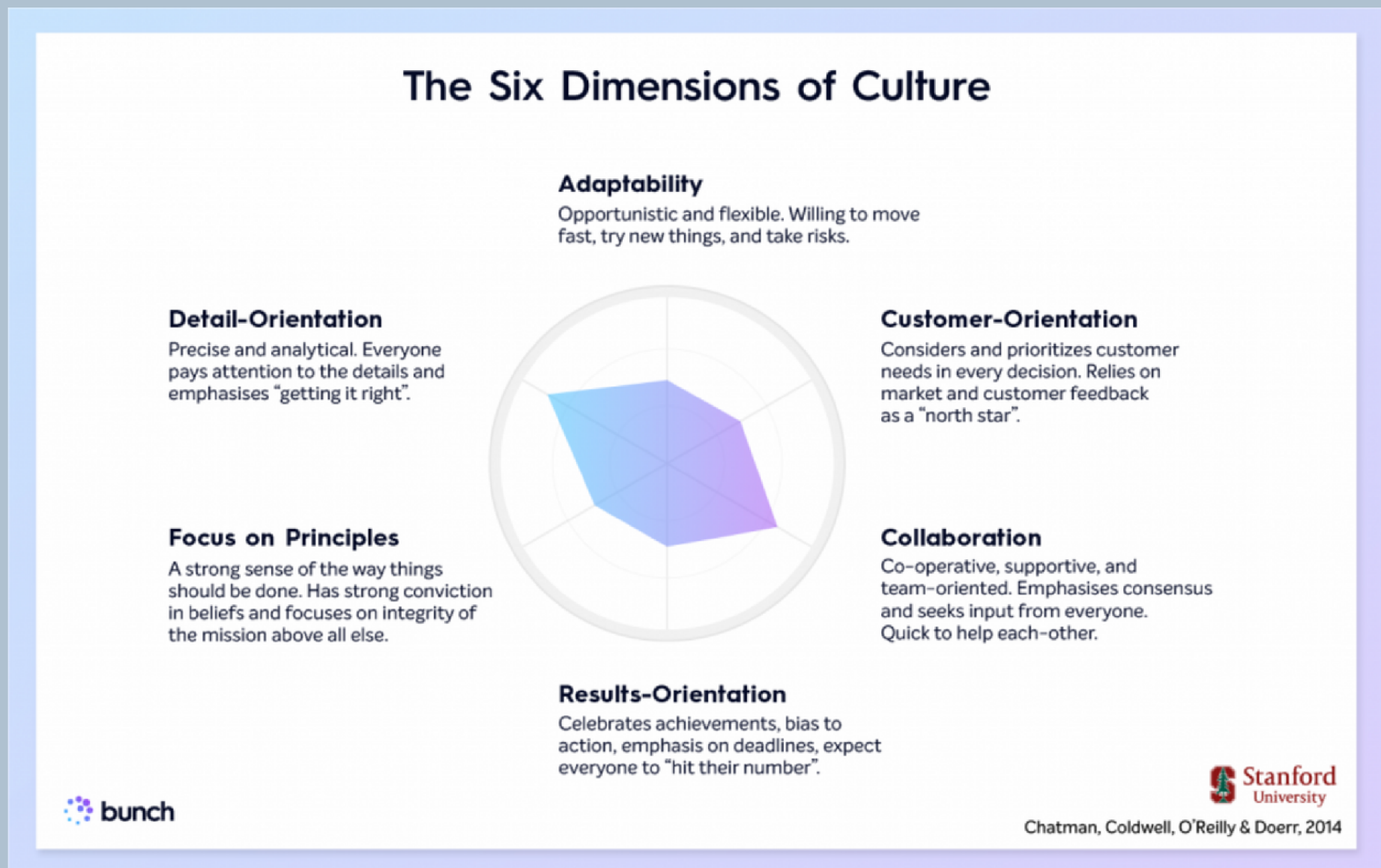PLACES-SPACES
PROCESSES-TOOLS

Cultural leverage comes from intentional design across the whole spectrum of behavior and language.

Culture consists of three interrelated layers: (1) underlying assumptions and beliefs (that may be conscious or unconscious), (2) norms and values about appropriate attitudes and behaviors (that may be espoused or real), and (3) artifacts that may reflect these (e.g., symbols and language). Schein, E. H. (2010). Organizational Culture and Leadership.

GAMUT

CULTURE GUIDES BEHAVIOR

Strong cultures focus on a few normative values that are widely shared and strongly held.

The Six Dimensions of Culture

Adaptability
Opportunistic and flexible. Willing to move fast, try new things, and take risks.

Detail-Orientation
Precise and analytical. Everyone pays attention to the details and emphasises "getting it right".

Customer-Orientation
Considers and prioritizes customer needs in every decision. Relies on market and customer feedback as a "north star".

Focus on Principles
A strong sense of the way things should be done. Has strong conviction in beliefs and focuses on integrity of the mission above all else.

Collaboration
Co-operative, supportive, and team-oriented. Emphasises consensus and seeks input from everyone. Quick to help each-other.

Results-Orientation
Celebrates achievements, bias to action, emphasis on deadlines, expect everyone to "hit their number".

bunch

Stanford University

Chatman, Coldwell, O'Reilly & Doerr, 2014

Evaluating Culture:

Content (what is deemed important, e.g., teamwork, innovation)
**Consensus** (how widely shared norms are held across people)
Intensity (how strongly norms are felt and willingness to sanction others)

Further reading: J.A. Chatman and C.A. O'Reilly, "Paradigm Lost: Reinvigorating the Study of Organizational Culture," Research in Organizational Behavior 36 (November 2016).

GAMUT

EMPLOYEE EXPERIENCE (EX) IS A SLICE OF CULTURE

Identify key characters in your organization and use a journey map to chart their experience.
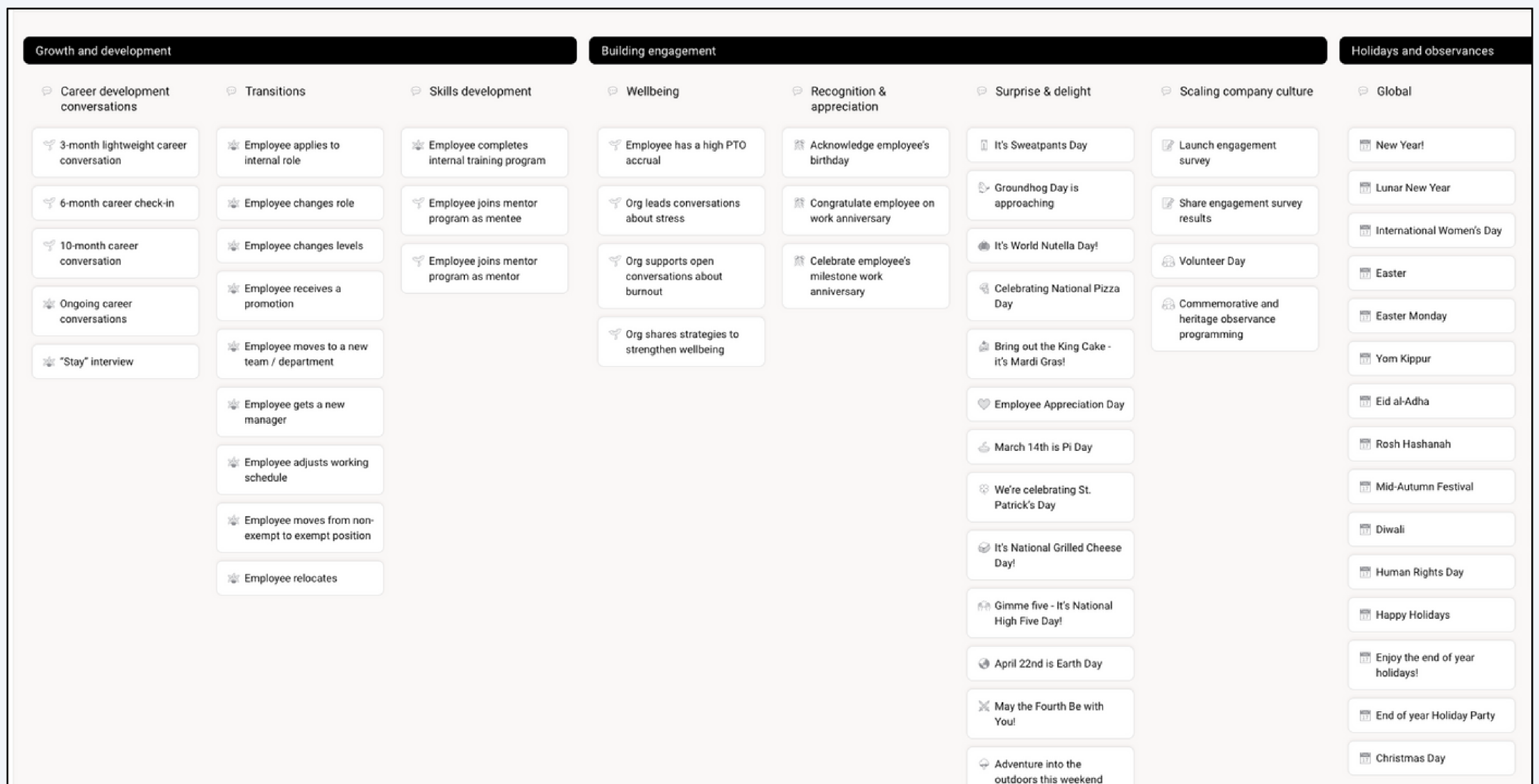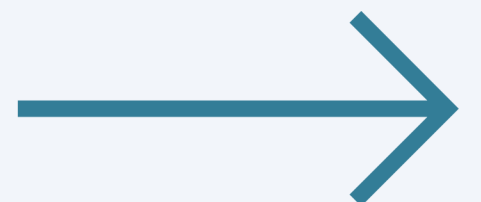

Screenshot taken from the Pyn Journey Designer (www.pynhq.com)

Define and curate moments of truth

Which moments matter the most?
Does the moment demonstrate the desired value?

Amplify key moments to reinforce desired values.
Identify and eliminate contradictory signals.

GAMUT

→

CURATE CULTURE WITH STORIES

Inspire and instruct by celebrating characters who do the right thing
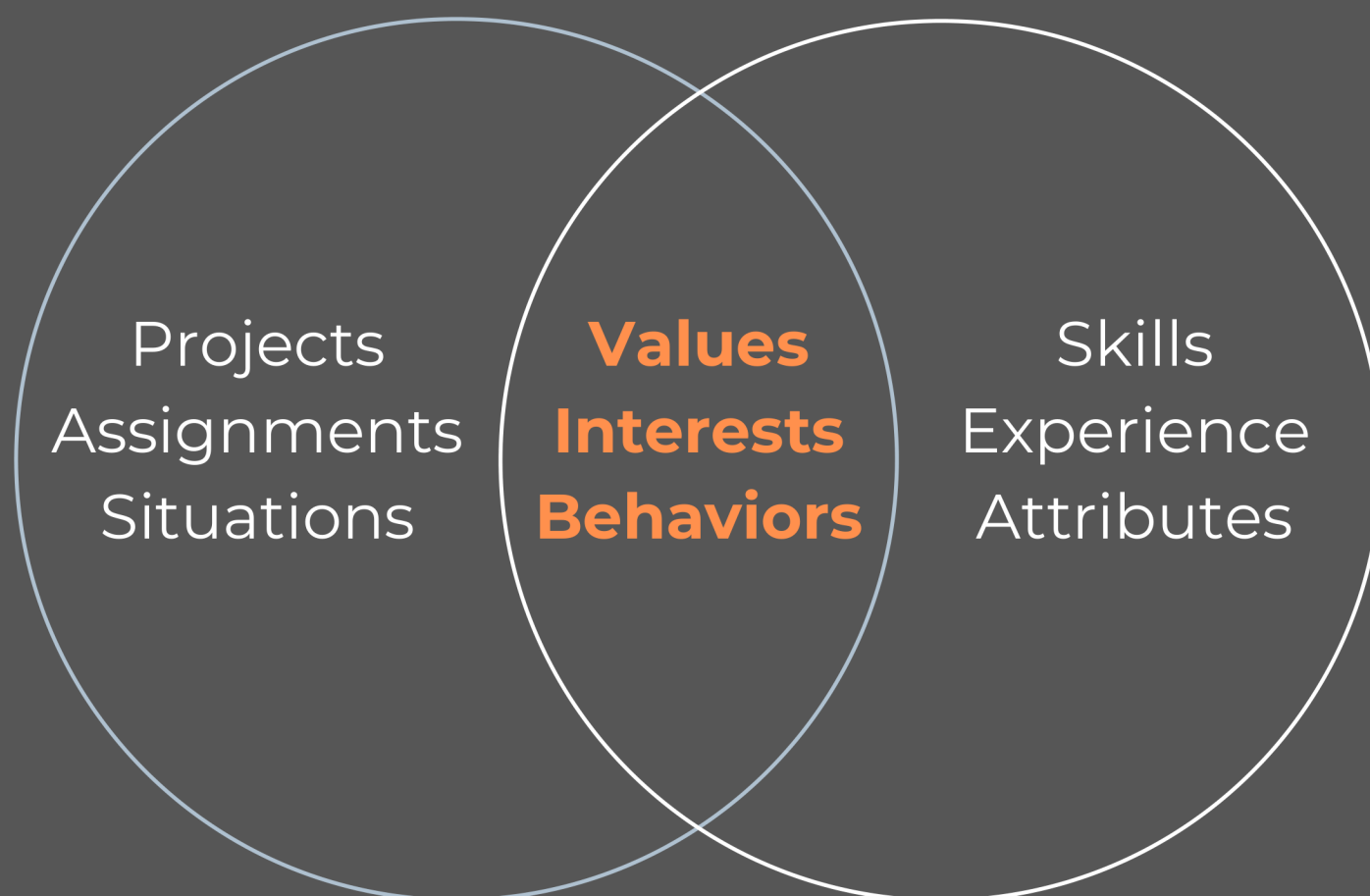
Vision, Mission, Values

Stories are enduring and accessible representations of your vision, mission, and values.

GAMUT

CULTURE IS AGREEMENT ABOUT RIGHT AND WRONG

Hire for shared interests not culture fit.

Organization + Individual

| Projects
Assignments
Situations | **Values
Interests
Behaviors** | Skills
Experience
Attributes |

Cultural values are CHOSEN to provide strategic focus and normallize effective behavior.

Diversity, Inclusion, and Equity are measurable drivers of organizational excellence, not subjective social values.

(Refer to ODK-2401 for the Gamut Standards of Excellence Framewok)

GAMUT

#ScratchOD is the best way to design and build a #WinningOrganization

Please share this post, comment, and connect to expand our collective wisdom

###