



A NEW CULTURAL LANDSCAPE FOR MAXIMISING ORGANISATIONAL PERFORMANCE

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Learning Outcomes:

On the completion of this workshop, participants should be able to:

- **Define organisational culture**
- **Identify different types and layers of culture**
- **Identify levers for cultural change**
- **Develop a business case and strategy for a diverse and inclusive workplace**
- **Define unconscious bias**
- **Develop strategies to combat bias in the workplace.**

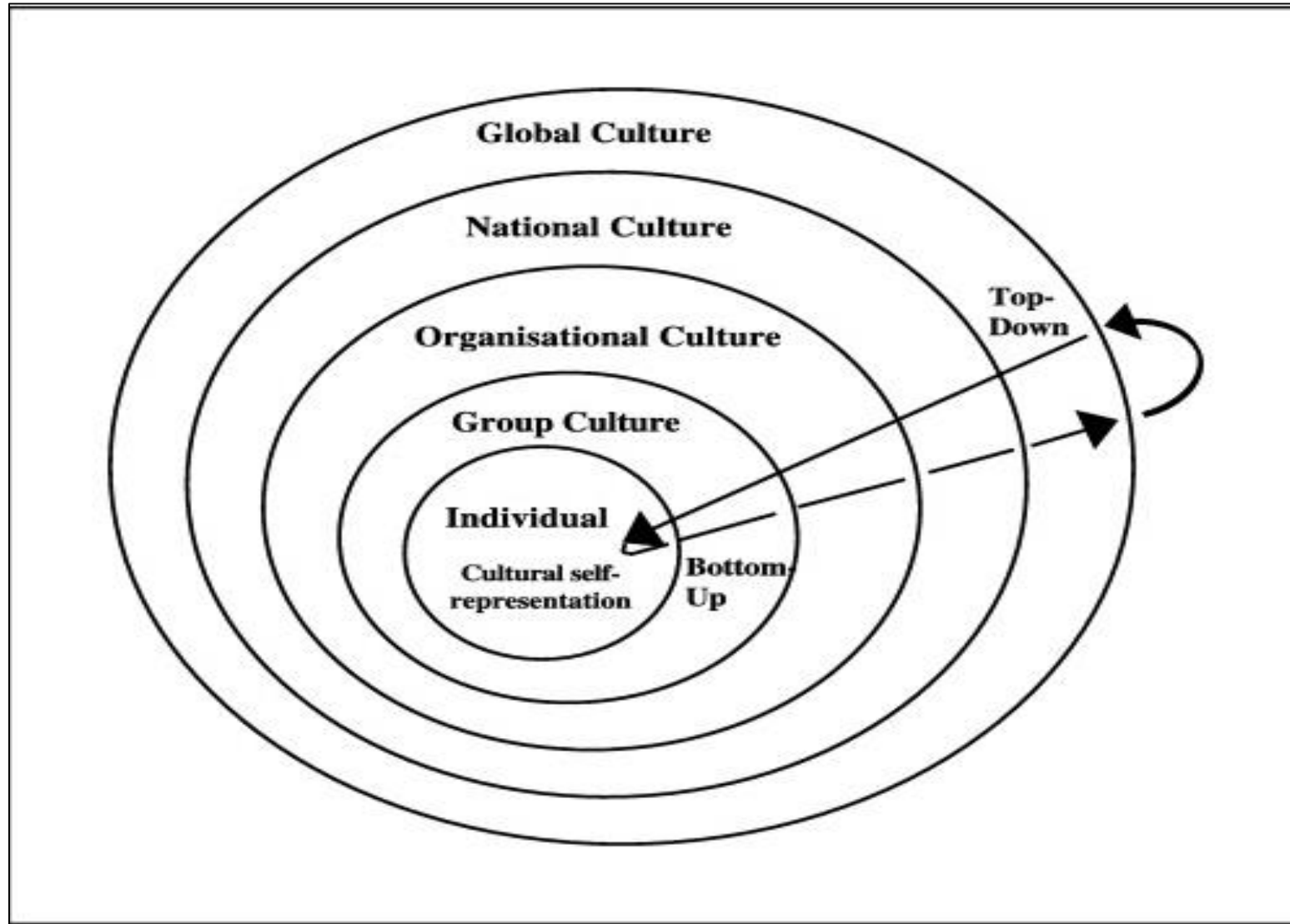
unique
cognitive
employee
task
result
meaning
symbols
type
high
values
behavior
leadership
belief
society
external
problems
collective
success
satisfaction
cultural

ORGANIZATIONAL CULTURE

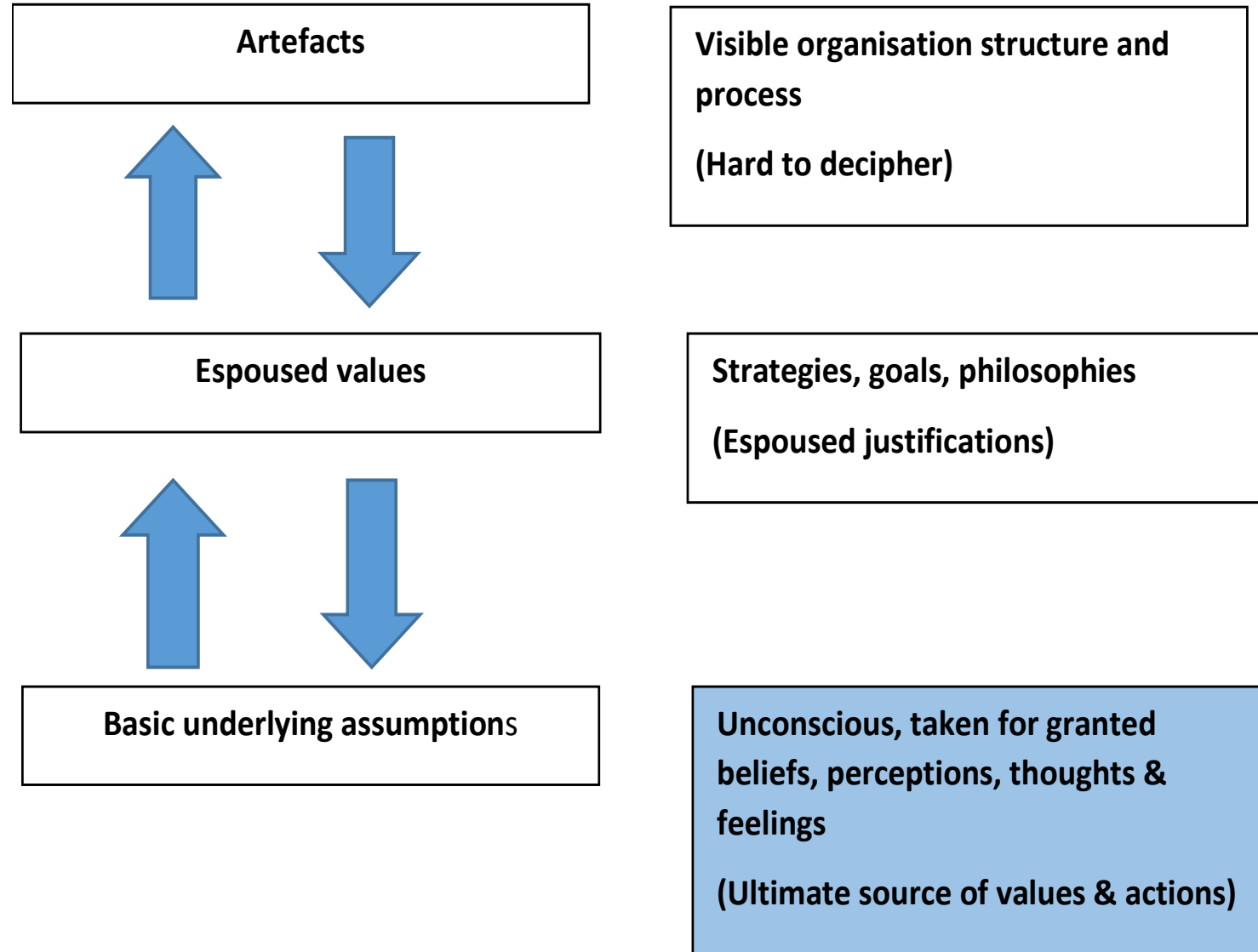
company
growth
expertise
social
result
knowledge
management
deepest
feedback
status
stories
organizational
outlasting
important
interpersonal



Multi-level, interrelationship cultural model



Schein's organisational culture model





"SUCCESS"
GOALS & VALUES
STRATEGY

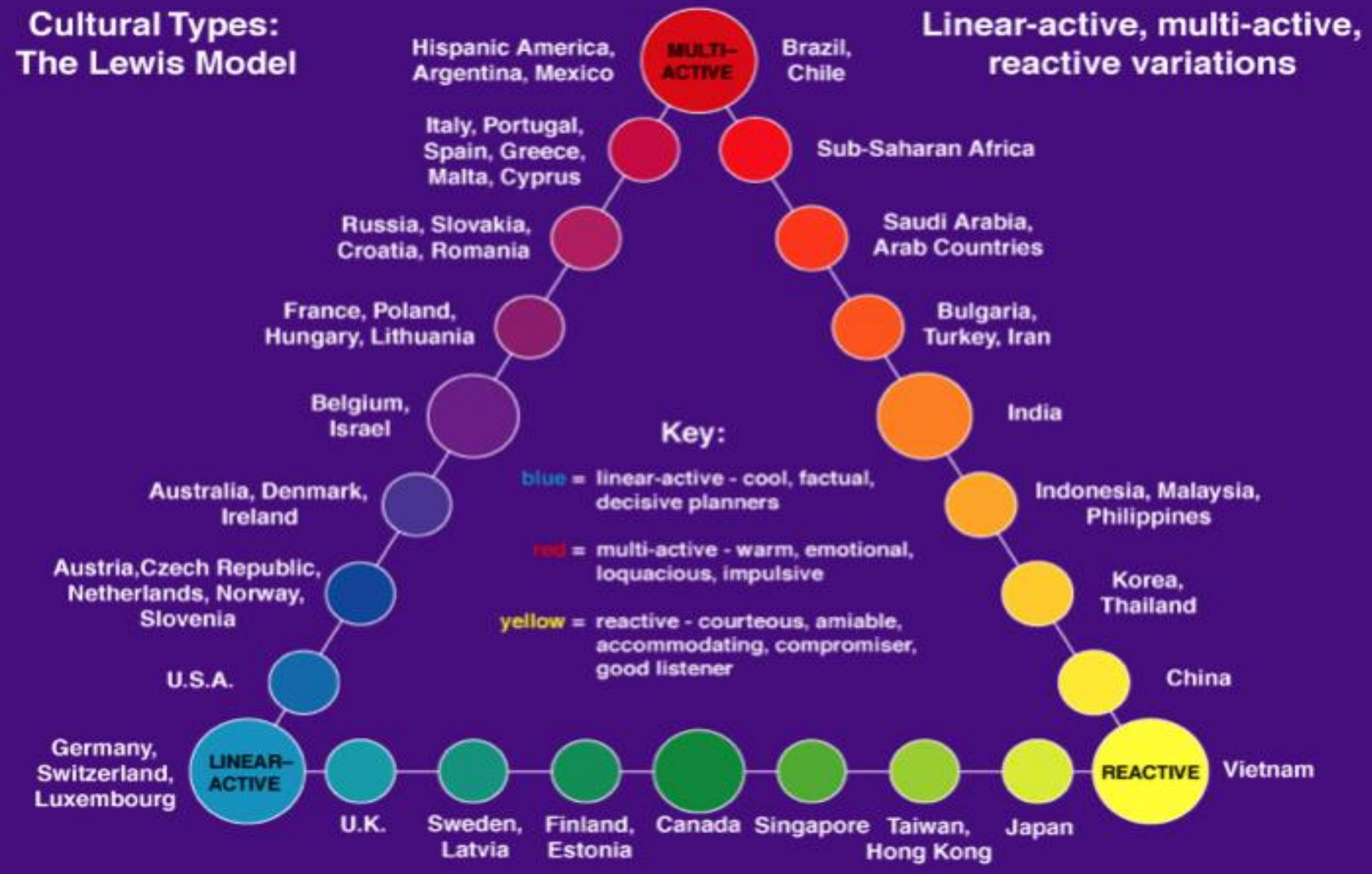


"SUCCESS"
GOALS & VALUES
STRATEGY

JOB



Cultural Types: The Lewis Model



The Lewis Model

LINEAR-ACTIVE

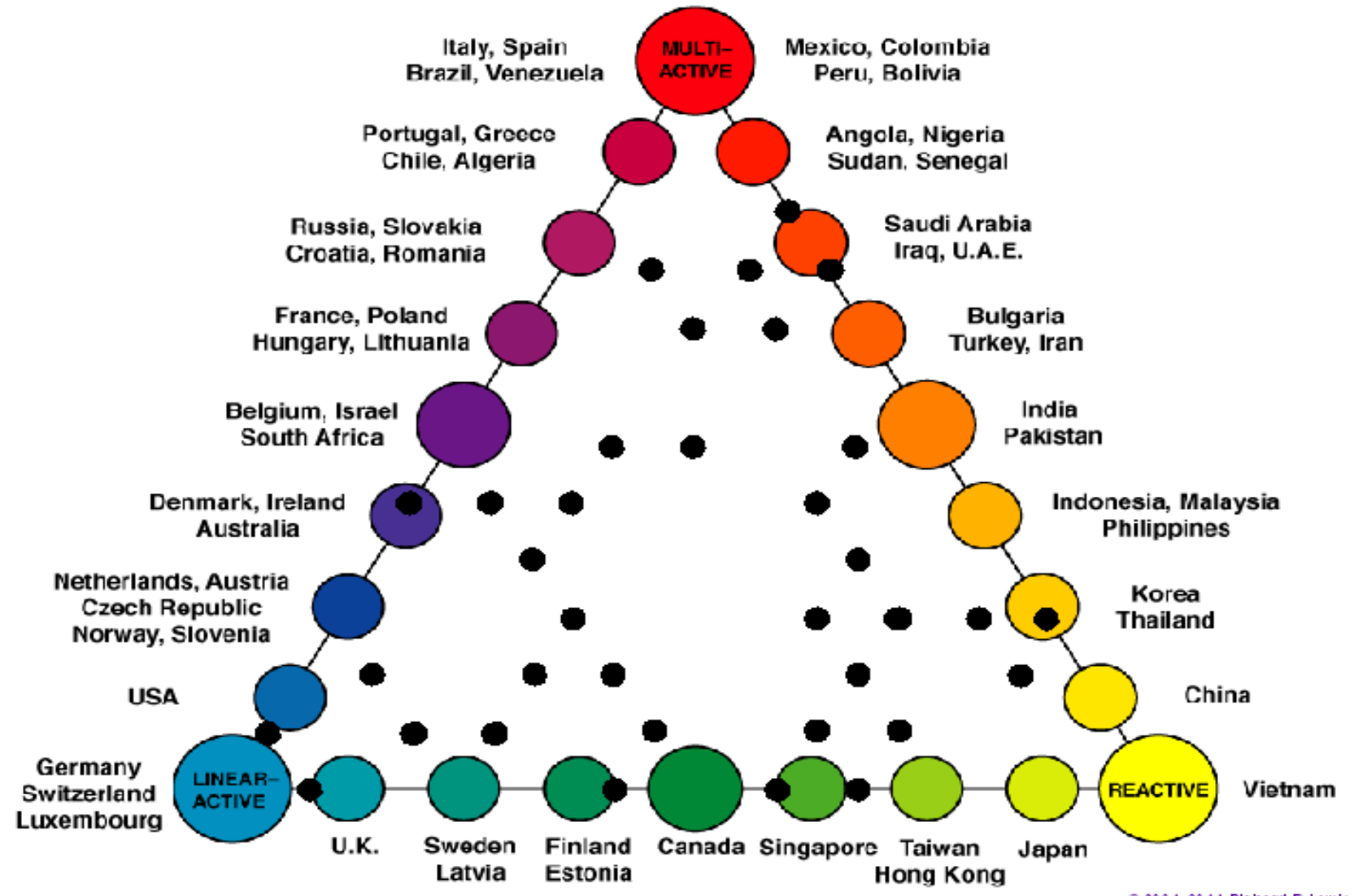
Talks half the time
Does one thing at a time
Plans ahead step by step
Polite but direct
Partly conceals feelings
Confronts with logic
Dislikes losing face
Rarely interrupts
Job-oriented
Sticks to facts
Truth before diplomacy
Sometimes impatient
Limited body language
Respects officialdom
Separates the social and professional

MULTI-ACTIVE

Talks most of the time
Does several things at once
Plans grand outline only
Emotional
Displays feelings
Confronts emotionally
Has good excuses
Often interrupts
People-oriented
Feelings before facts
Flexible truth
Impatient
Unlimited body language
Seeks out key person
Mixes the social and professional

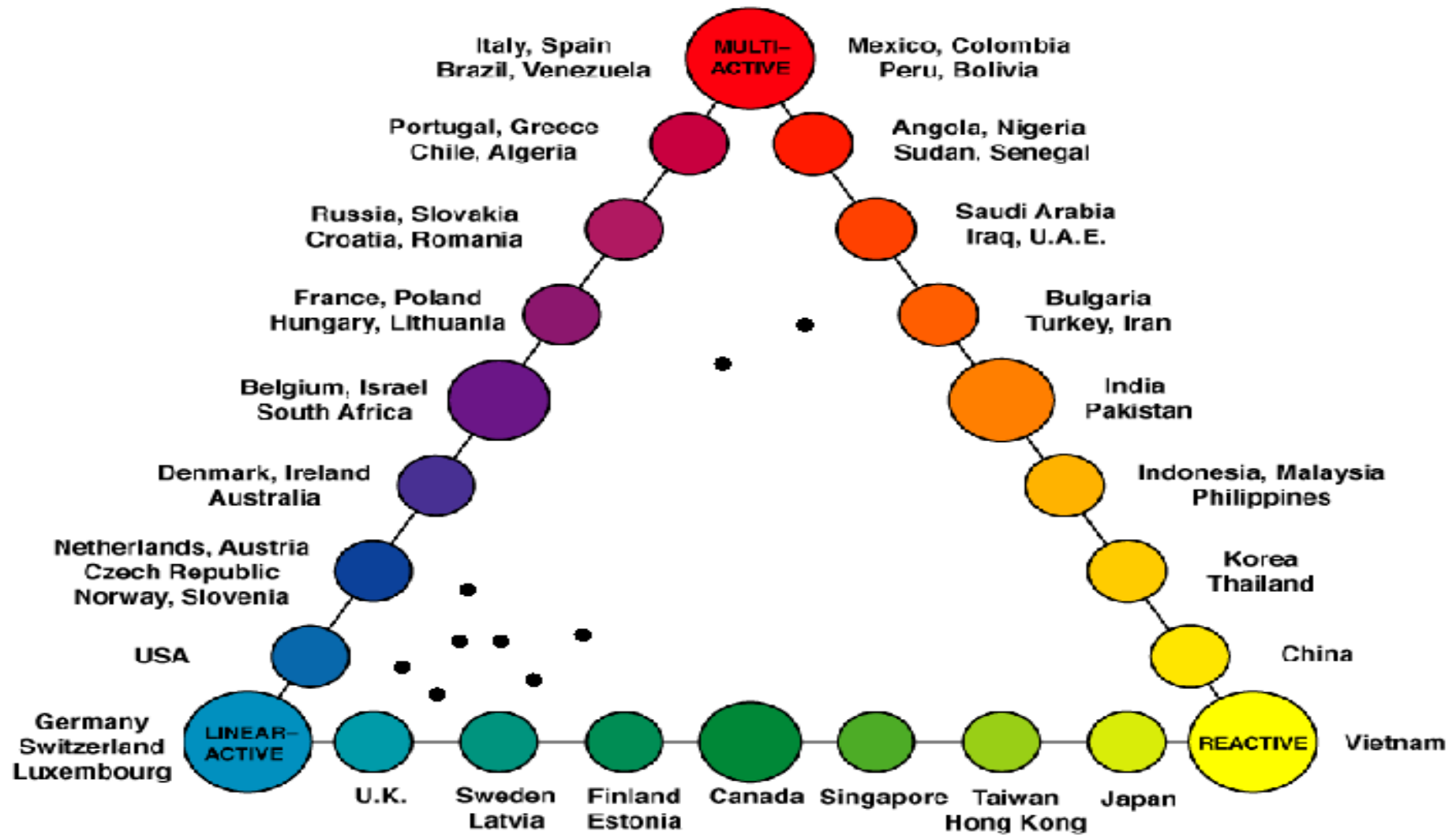
REACTIVE

Listens most of the time
Reacts to partner's action
Looks at general principles
Polite, indirect
Conceals feelings
Never confronts
Must not lose face
Doesn't interrupt
Very people-oriented
Statements are promises
Diplomacy over truth
Patient
Subtle body language
Uses connections
Connects the social and professional

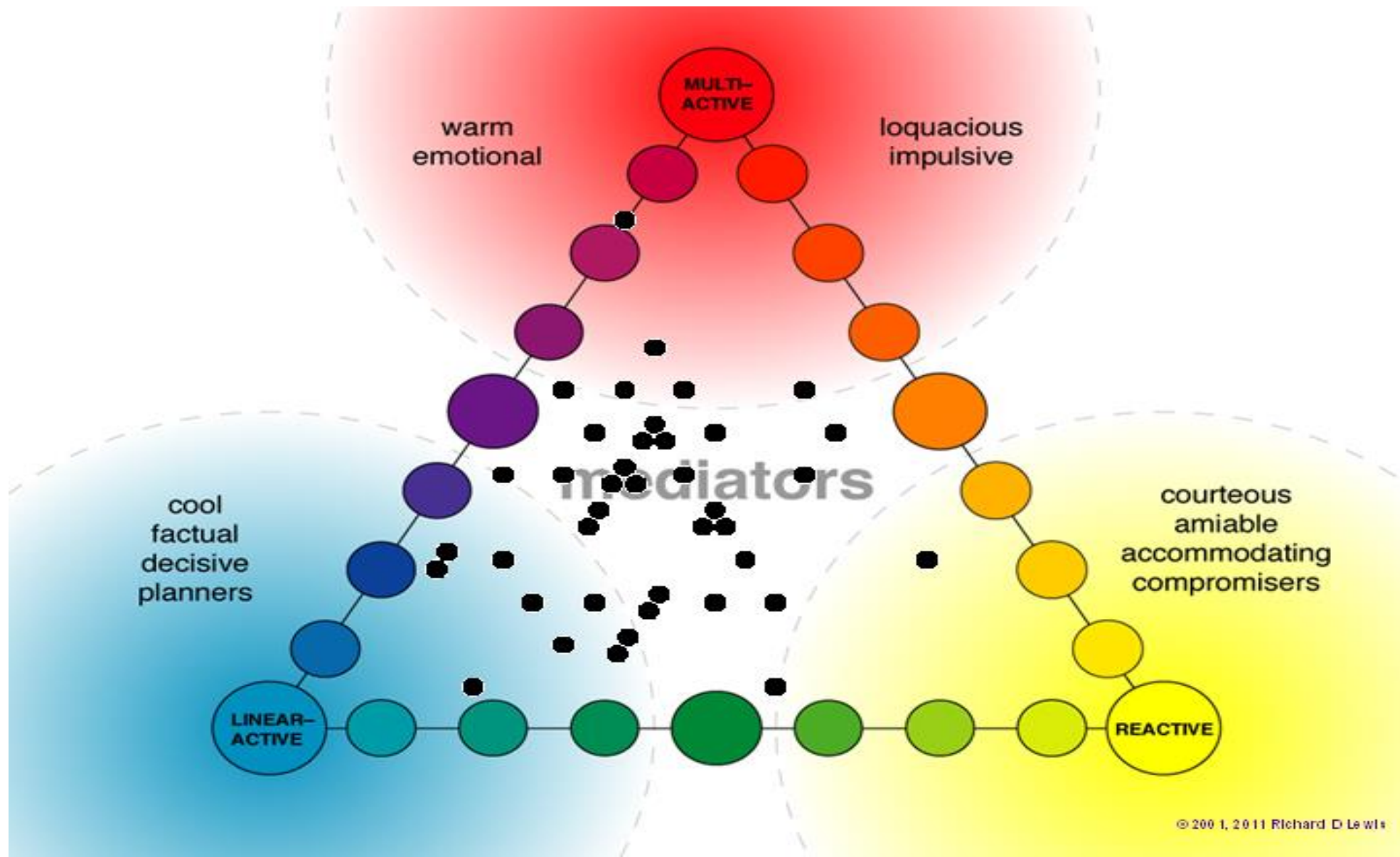


© 2001, 2011 Richard D Lewis

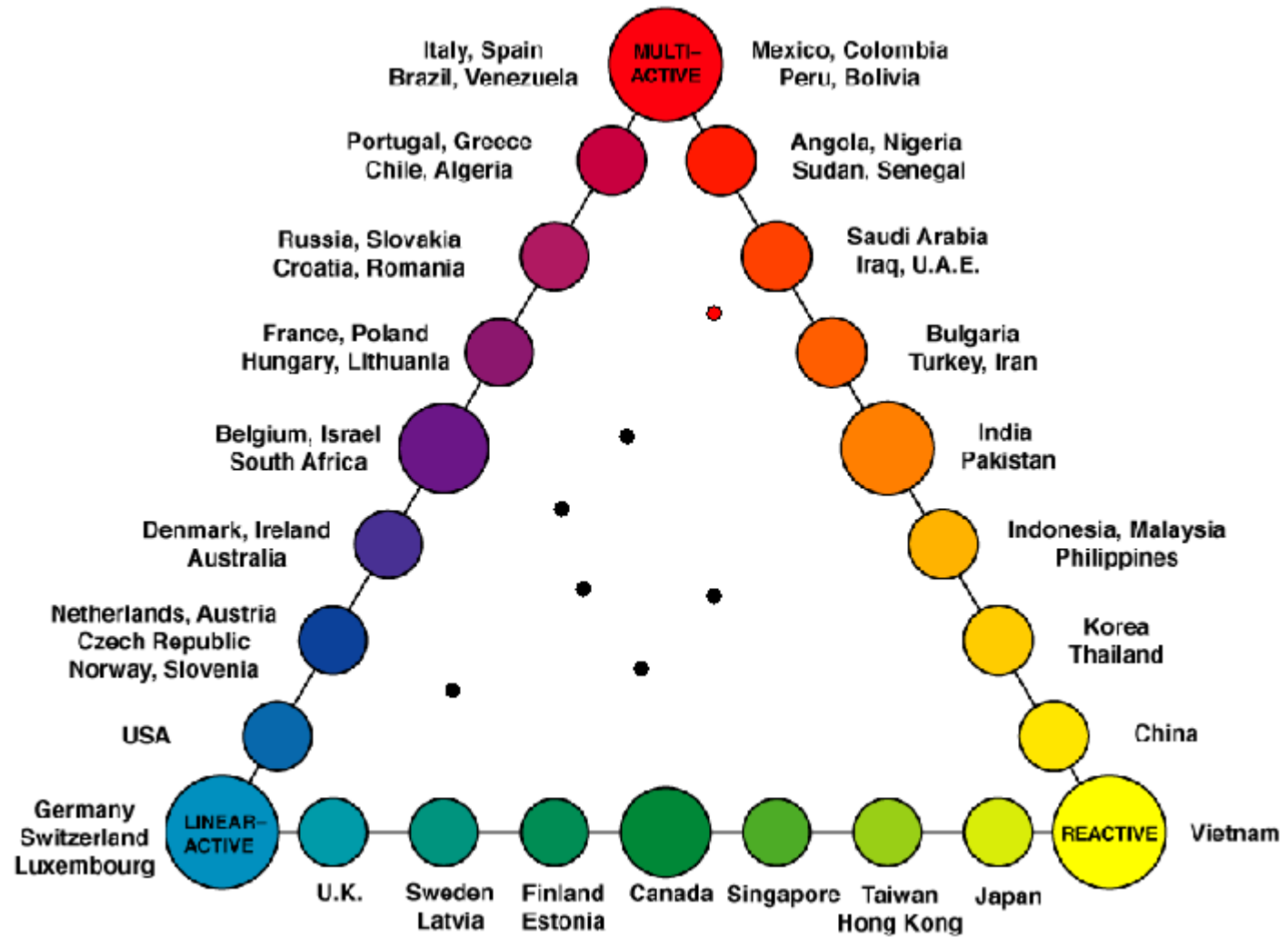
Lewis model pinpointing individual cultural profiles



Lewis Model pinpointing group of engineers



Cultural profiles of a group of HR officers

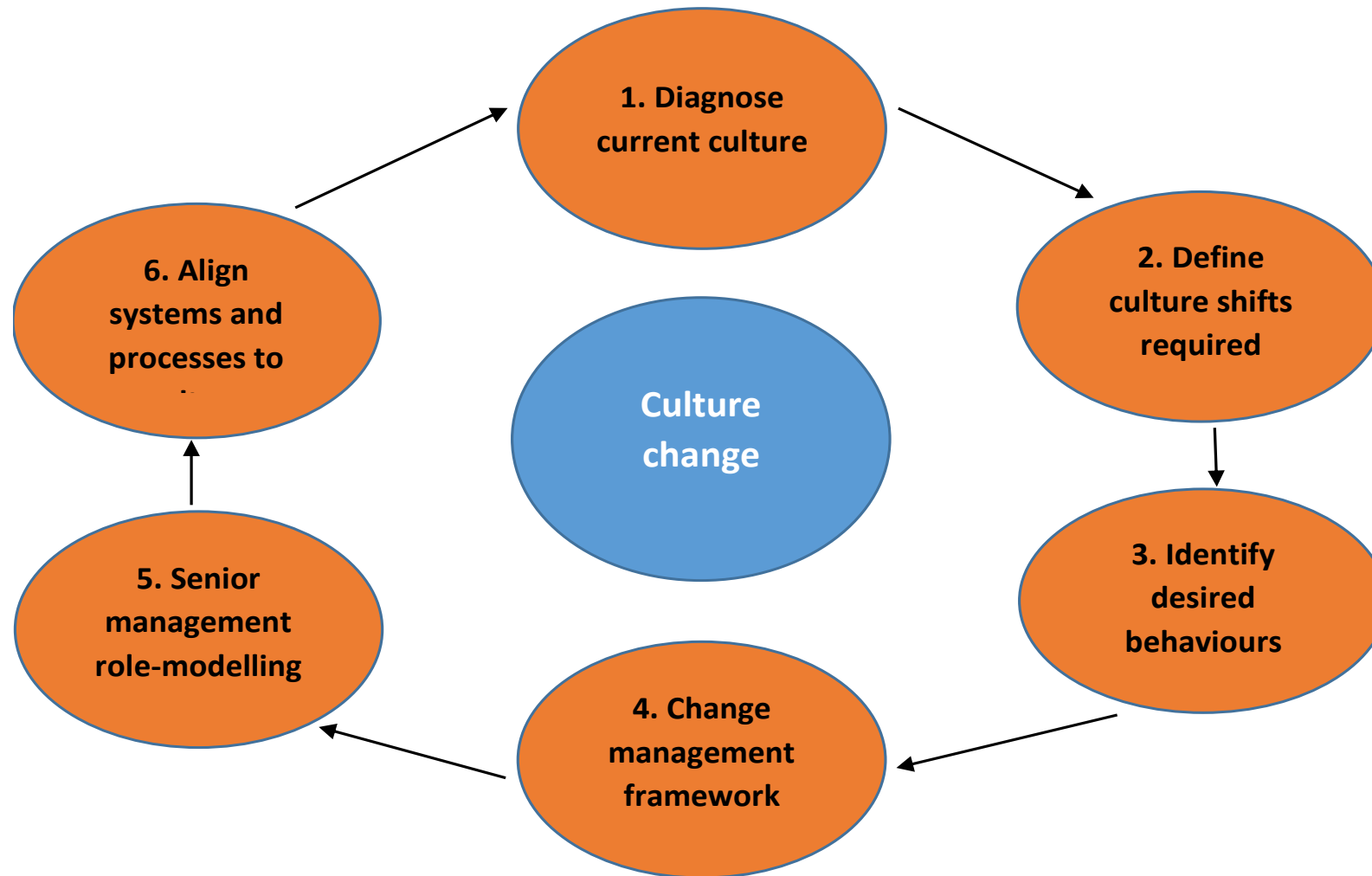


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Lewis Model pinpointing search for ice-cream manager

Description	Type	Needed to
task-oriented, highly-organized planners, who complete action chains by doing one thing at a time, preferably in accordance with a linear agenda	LINEAR-ACTIVE	organise, plan, see problems, analyse consequences, follow consistent policies, access rational thought, generate data, and challenge us objectively
emotional, loquacious and impulsive people who attach great importance to family, feelings, relationships, people in general. They like to do many things at the same time and are poor followers of agendas	MULTI-ACTIVE	generate enthusiasm, motivate, persuade, create a positive social atmosphere, access emotions, generate dialogue, and challenge us personally
good listeners, who rarely initiate action or discussion, preferring first to listen to and establish the other's position, then react to it and form their own opinion	REACTIVE	harmonise, act intuitively, be patient and see the big picture, think and act long-term, access feelings, listen, empathize and challenge us holistically

Shifting to a diverse and inclusive culture



Diversity

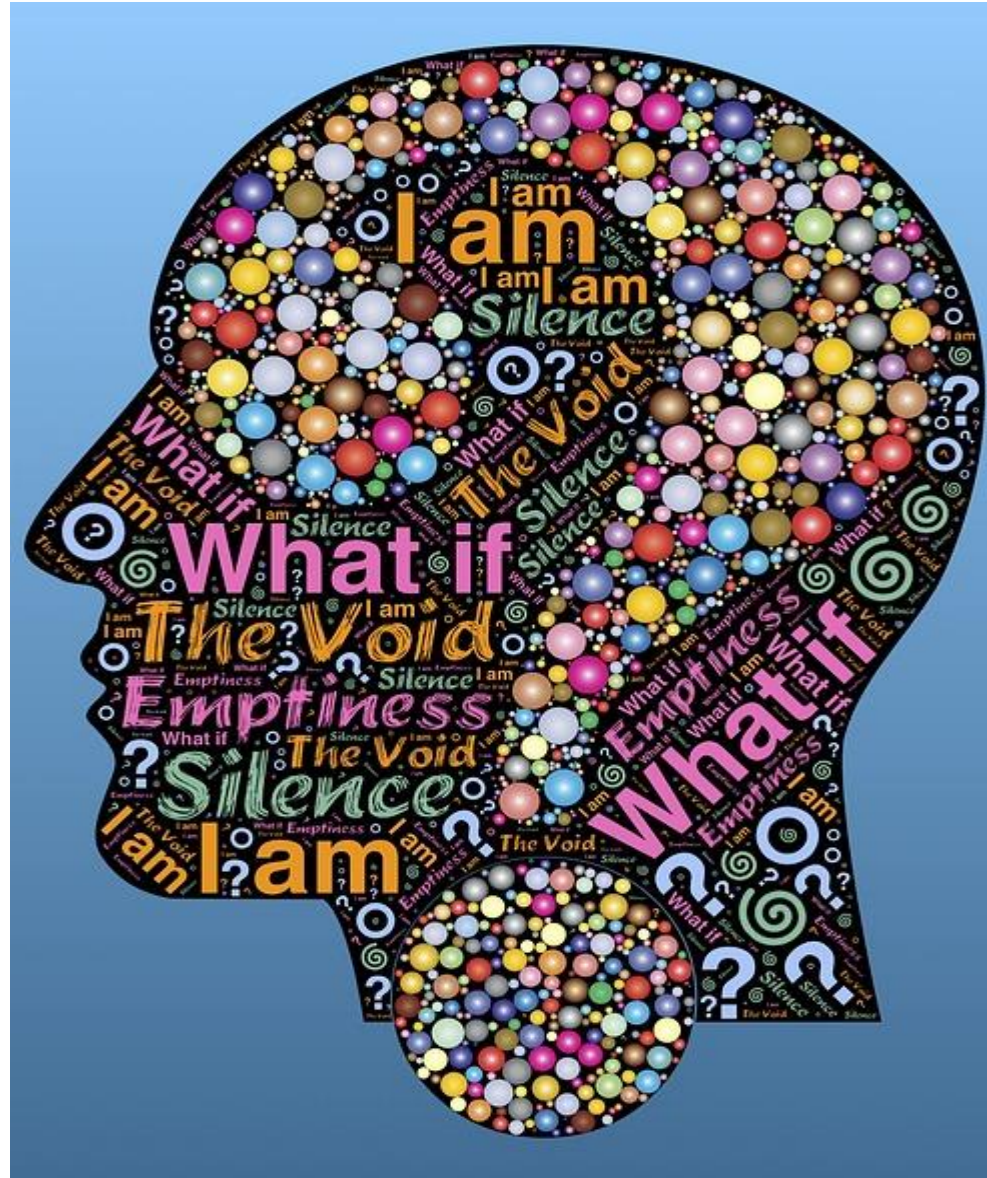




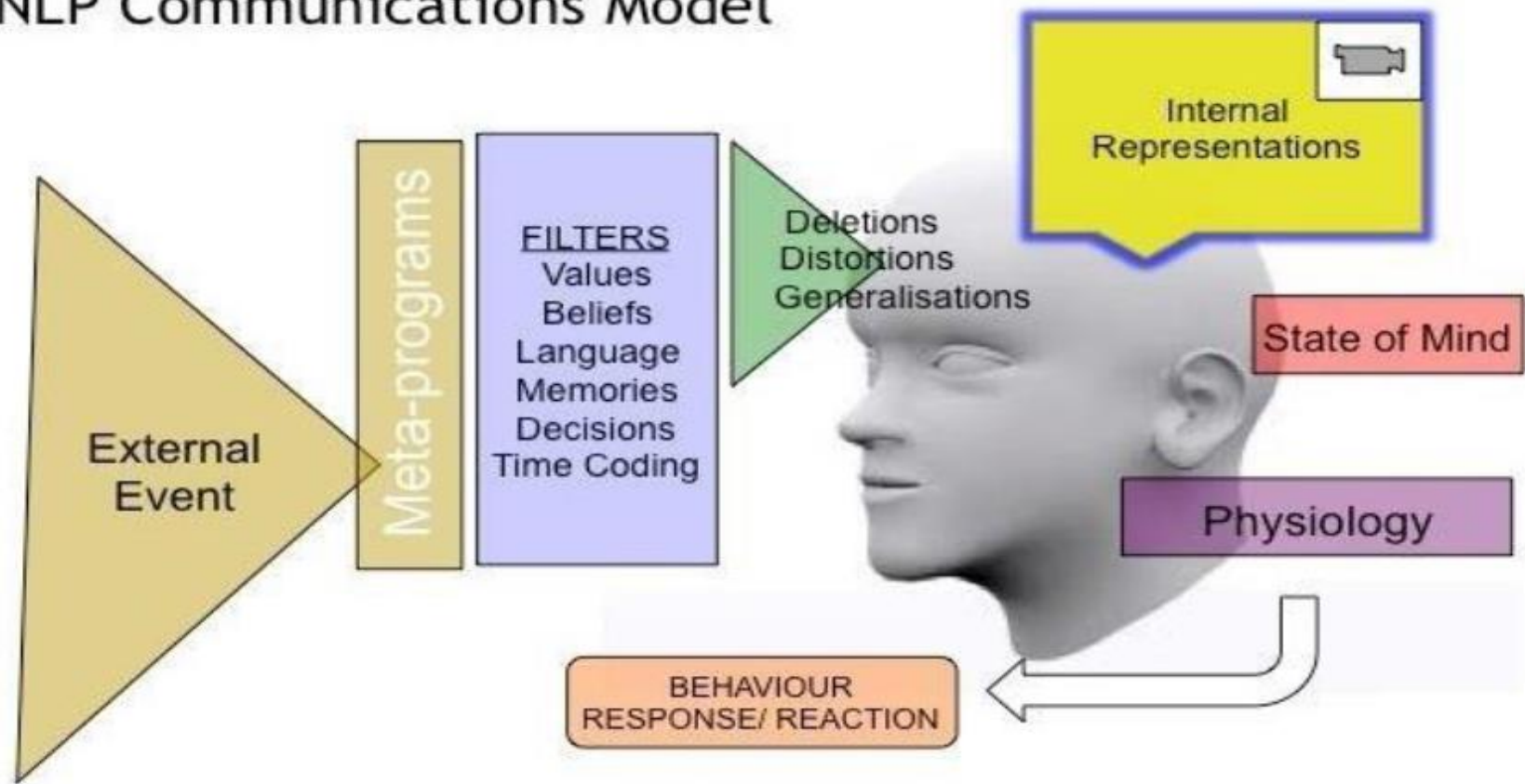
What would an inclusive workplace look like?

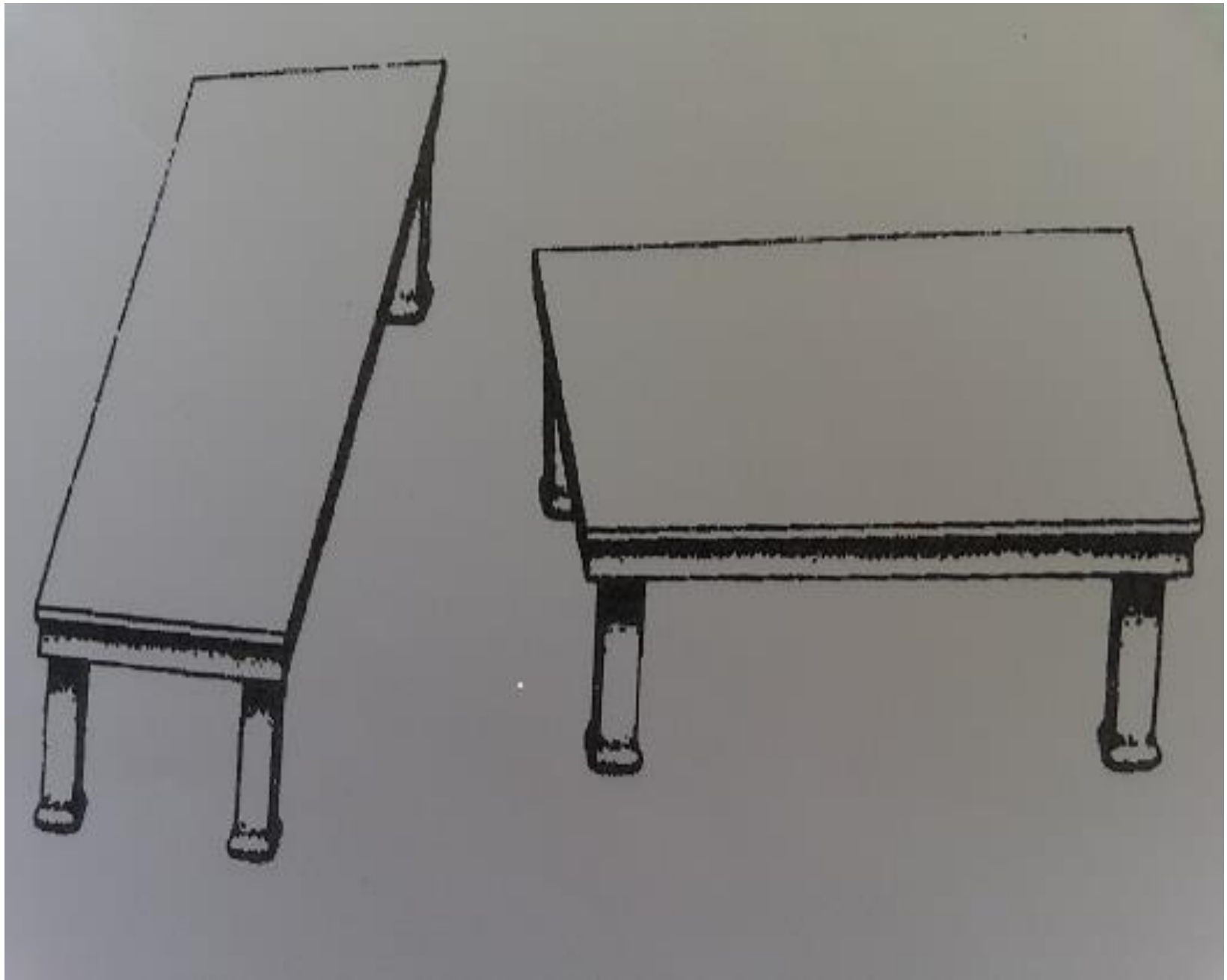


Unconscious bias



The NLP Communications Model







**What
colour is
this dress?**

Stop

Start

Continue



**Thank
you**