
Overview

Every organisation, whatever its size or history, has a culture (simply defined as 'the way we do things around here'). The culture of an organisation is based on assumptions and values about organisations, working life and relationships. These values influence the way people behave towards each other and customers, and how they relate to their work. There may be no such thing as a 'right' or 'wrong' culture. However, the culture of an organisation has to be in line with its overall vision and strategy. If culture and strategy do not match, it is unlikely the vision will be achieved.

This standard is relevant to managers and leaders with responsibility for developing their organisation's values and culture.

This standard has close links with *CFAM&LBA5 Develop your organisation's vision and strategy* and *CFAM&LBA7 Promote equality of opportunity, diversity and inclusion*.

**Performance
criteria**

- You must be able to:*
- P1 Engage appropriate people in your organisation and other key stakeholders in developing your organisation's values and culture.
 - P2 Agree values consistent with your organisation's overall vision and strategy and the needs and interests of key stakeholders.
 - P3 Identify the types of behaviour expected of people in your organisation, consistent with its values.
 - P4 Make sure your own behaviour consistently reinforces organisational values.
 - P5 Communicate agreed values to people across your organisation.
 - P6 Encourage people to act in ways consistent both with organisational values and with their culture of origin.
 - P7 Put in place policies, programmes and systems to support agreed values.
 - P8 Continuously monitor the way values are applied at work.
 - P9 Challenge behaviour and counter messages that conflict with agreed values.
 - P10 Periodically review your organisation's culture and redefine or reinforce values, if required.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage appropriate people in your organisation and other key stakeholders in developing your organisation's values and culture.
- K2 The concept of culture as applied to organisations.
- K3 The importance of values in underpinning individual and organisational performance.
- K4 Internal and external factors that influence organisational culture, including national cultures.
- K5 Different types of organisational culture.
- K6 The relationship between organisational culture, strategy and performance.
- K7 The principles and methods of managing culture change within organisations.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K8 Legal, regulatory and ethical requirements in your sector.
- K9 Types of organisational culture in your sector and their strengths and limitations.

You need to know and understand:

Context specific knowledge and understanding

- K10 The cultures of origin of your workforce and the implications of these for organisational culture.
- K11 Your organisation's vision and strategy.
- K12 Current organisational culture.
- K13 Values, assumptions and behaviours that are consistent and inconsistent with your vision and strategy.
- K14 Needs and interests of key stakeholders.
- K15 Effective methods of communicating values, and supporting the way they are applied in your organisation.
- K16 Effective ways of dealing with messages and behaviour that conflict with agreed values and assumptions.

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Seize opportunities presented by the diversity of people
- 2 Constructively challenge the status quo and seek better alternatives
- 3 Find practical ways to overcome obstacles
- 4 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 5 Make time available to support others
- 6 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 7 Show integrity, fairness and consistency in decision making
- 8 Clearly agree what is expected of others and hold them to account
- 9 Create a sense of common purpose
- 10 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 11 Demonstrate awareness of your own values, motivations and emotions

Skills

When performing to this standard, you are likely to demonstrate the following skills:

- Building consensus
- Communicating
- Empathising
- Influencing
- Leading by example
- Managing conflict
- Monitoring
- Motivating
- Persuading
- Reviewing
- Thinking strategically
- Valuing and supporting others

CFAM&LBA8

Develop your organisation's values and culture

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Suite Management & Leadership

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