

Overview

This standard is about the skills and knowledge needed for you to contribute to the development of an organisational culture in a food and drink business.

It is essential that a culture is developed in conjunction with the objectives and aims of an organisation as the vision and strategy of an organisation are key to providing the focus for the culture of an organisation. The culture within an organisation is an integral contributor to workforce behaviour and attitudes and consequently affects organisational success.

You will need the skills and knowledge to scope the organisation's current culture, develop an organisational culture and implement the plan across your organisation. You must also have the skills and knowledge to evaluate the development process. You will need the skills and knowledge to develop an organisational culture by developing and monitoring policies and procedures. You will need the skills and knowledge to communicate and motivate the workforce. You will need the skills and knowledge to support organisational values with your personal actions and communications.

You will need to know and understand the importance of culture to a food and drink business and its effect on organisational success. You will also need to know the drivers for cultural change in an organisation and the actions that can be used to influence cultural change.

This standard is for you if you work in food and drink operations and/or supply operations and are involved in contributing to an organisational culture in a food and drink environment.

Performance criteria

You must be able to:

Scope the organisation's values and assumptions

1. confirm the existing values within the organisation that determine its culture
2. determine the scope for developing organisational culture
3. engage with colleagues to gain support for the development of a recognised and strong organisational culture
4. liaise with colleagues to plan the development of, or change to, an organisational culture

Develop an organisational culture

5. consult with colleagues and stakeholders to determine organisational values and a cultural vision
6. collate feedback from consultation in accordance with organisational procedures
7. agree on organisational values and a cultural vision
8. embed organisational values into strategy and policies

Implement culture improvements

9. reinforce agreed values with your actions and words
10. communicate agreed values to workforce
11. motivate colleagues to put agreed values into practice on a day to day basis
12. support agreed values with organisational policies, programmes and systems
13. take opportunities to counter instances of conflict amongst colleagues with agreed values

Evaluate culture improvement progress

14. obtain feedback on cultural development from colleagues
15. analyse issues arising from feedback
16. evaluate and measure cultural progress on the deployment of organisational objectives and plans
17. communicate outcomes of evaluation to relevant people

Knowledge and understanding

You need to know and understand:

1. how to develop a cultural vision and why it is important to do so
2. why it is important to define, and communicate your organisational culture
3. what the values and assumptions are which are critical to the formation of an organisational culture
4. what the key factors and barriers are that influence the development of organisational culture
5. what the relationship is between organisational culture, strategy and organisational performance
6. the current culture in your organisation and an analysis of the gap between existing and future cultural vision
7. how the development of a culture can be managed across all areas of your organisation
8. how to take into account the regulatory, social and ethical framework for cultural development within your organisation
9. how to develop policies and procedures to support a culture in your organisation
10. the importance of individual actions at work to underpin the development and sustainability of organisational culture
11. how to evaluate and measure cultural development across a food and drink business and why it is important to do so
12. the concept of organisational culture, its limits, origins, subjective and unifying nature
13. how the underlying beliefs, values and codes of practice held within an organisation make it culturally distinct
14. how the subjective nature of culture affects the way we understand and react to situations and how we typically react to problems
15. the relationship between organisational culture and the food and drink business operational and management environment
16. how to classify culture within an organisation including task, power and role cultures
17. how gender differences within a workforce can affect organisational culture
18. the concepts of multi-culture and counter-culture and their effects on organisational success
19. what part culture plays in the leadership and strategic

- management of an organisation in a food and drink environment
20. how does culture contribute to organisational innovation, productivity and success in a food and drink environment
 21. why culture can constrain organisational innovation, productivity and success in a food and drink environment
 22. why values and beliefs, colleague behaviours and a shared common language are key to defining and thus changing organisational culture and how this change can be brought about
 23. the positive and negative effects of culture change on an organisation and how negative effects can be overcome

IMPBP105

Contribute to the development of an organisational culture in a food and drink business



Developed by	NSAFD
Version Number	2
Date Approved	January 2019
Indicative Review Date	January 2024
Validity	Current
Status	Original
Originating Organisation	Improve
Original URN	IMPBP105S, IMPBP106K, IMPBP107K
Relevant Occupations	Associate professionals and technical oc; Administration; Business Management
Suite	Food Business Strategic Leadership
Keywords	Food; drink; manufacturing; business; culture; environment; contribute
