KM CULTURE
So what is Culture?
“The way we say we get things done”

Visible Organisational Culture

Visible Organisational Culture

“Invisible Organisational Culture

“The way we really get things done”

Invisible Organisational Culture

“The way we really get things done”
What is Culture?

- **Things**
  - Your workspace
  - Buildings
  - Equipment
  - Office Layout
  - Attire
  - Workplace Decor

- **Behaviours**
  - Socialising
    - With colleagues
    - Leadership
    - Decision-making
    - With Customers

- **Structures & Processes**
  - Rewards
    - Building the product
    - Training and Development
    - Authority – real & perceived
    - Communications
    - Disciplinary

- **Rituals**
  - Outings
    - Cut of Office Working
    - Informal Meetings and support
    - Recognition
    - Parties & gatherings
Organizational CULTURE is a living creature and employees are the ones who feed it.
WHY IS CULTURE IMPORTANT?
Why Culture Matters

Culture

Assumptions
The assumptions and beliefs of employees drive behavior.

Behavior
The collective behavior of employees determines results.

Results
The results measure performance and indicate if strategic business objectives have been achieved.
Importance of Organizational Culture

A DCI study on organizational culture including 70 companies/divisions of similar sizes (600 to 800 people) across various industries was conducted to identify the effectiveness of manpower based on 17 perimeters that determine good or bad culture.

- **Poor Culture**: 32% less effective
- **Average**: 51% more effective
- **Good Culture**: More effective

Comparison:
- 100 people in Poor Culture vs. 68 people in Effective
- 100 people in Average Culture vs. 100 people in Effective
- 100 people in Good Culture vs. 151 people in Effective
TYPES OF CULTURE?
Four Major Culture Types

**Clan**
- A collaborative orientation
- Successful leaders are viewed as facilitators, mentors, and team builders.
- Underlying theory of effectiveness is “Human development and participation”.

**Adhocracy**
- A creative orientation
- Successful leaders are viewed as innovators, entrepreneur and visionary.
- Underlying theory of effectiveness is “Innovativeness, vision, and new resources”

**Hierarchy**
- A controlling orientation
- Successful leaders are viewed as organizers, coordinators, and monitors.
- Underlying theory of effectiveness “Control and efficiency with capable processes”.

**Market**
- A competing orientation
- Successful leaders are hard driving, competitor, and producer.
- Underlying theory of effectiveness in a market culture is “Aggressively competing and customer focus”

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Based on the Competing Values Framework
Kim S. Cameron & Robert E. Quinn
HOW DO I ASSESS MY KM CULTURE?
KRO Questions on Culture

• How effectively is KM nurtured to create and sustain a knowledge sharing culture?
• How are people inspired to learn, share and grow?
• To what extent has the attributes of KM culture been defined?
• What are the incentives to grow and sustain the KM initiatives?
• How widely is training and support given to reinforce knowledge work and initiatives?
• What are the evidences of learning from past successes/failures, that have been applied to enhance future activities?
• To what extent has KM initiative been branded and communicated across entire organization?
• How effectively are knowledge principles/insights embedded in to normal organizational practices?
• To what extent, are there appropriate leverage of stories for internal and external knowledge sharing? How regularly are KM successes celebrated at organizational events?
HOW DO I CHANGE MY CULTURE?
Translating the Vision

Committed & Persistent Leadership

Engaging Middle Management

Mobilising the Ground

Captivating Communications

- Plan & execute a communications plan that balances both inspirational & practical elements
- Clearly defining the future state and providing a “burning platform” for change
- Use of training and performance rewards to mobilise the staff
- Committed leadership that works on the change till transformation is embedded
- Engaging MMs so that they understand, own and help their staff with the Change
- Clearly defining the future state and providing a “burning platform” for change
“Timkins - I want a coherent new corporate culture that will take us into the third millennium and I want it by this afternoon.”
“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”
For individuals, character is destiny.

For organizations, culture is destiny.