

## SFJPSG2.2.3

### Develop the culture of your organisation



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#### 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 business, 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's unlikely the vision will be achieved.

For the purposes of this standard, an 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority or a significant operating unit, with a relative degree of autonomy, within a larger organisation. This unit should be used in conjunction with your organisation's own leadership behaviours.

It reflects best practice within aspects of the PSG core skills, and in particular to aspects of 'People Management'.

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#### Performance criteria

*You must be able to:*

- P1 agree values and assumptions that encourage behaviour that is consistent with your organisation's overall vision and strategy and the needs and interests of key stakeholders
- P2 make sure your personal behaviour, actions and words consistently reinforce these values and assumptions
- P3 communicate agreed values to people across your organisation and motivate them to put these into practice
- P4 put in place policies, programmes and systems to support agreed values
- P5 counter messages that conflict with agreed values
- P6 continuously monitor and adjust values and assumptions, and the way they are applied

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#### Knowledge and understanding

*You need to know and understand:*

#### General knowledge and understanding

- K1 the concept of culture as applied to organisations
- K2 different definitions of organisational culture
- 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

#### Government specific knowledge and understanding

*You need to know and understand:*

- K8 legal, regulatory and ethical requirements in your sector
- K9 dominant types of organisational culture in your sector and their strengths and limitations

#### Context specific knowledge and understanding

*You need to know and understand:*

- K10 your organisation's vision and strategy
- K11 current organisational culture
- K12 values, assumptions and behaviours that are consistent and inconsistent with your vision and strategy
- K13 needs and interests of key stakeholders
- K14 effective methods of communicating values, and supporting the way they are applied in your organisation
- K15 effective ways of dealing with messages and behaviour that conflict with agreed values and assumptions

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#### Additional Information

##### Behaviours

- 1 You constructively challenge the status quo and seek better alternatives
- 2 You find practical ways to overcome barriers
- 3 You show an awareness of your own values, motivations and emotions
- 4 You show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 5 You make time available to support others
- 6 You clearly agree what is expected of others and hold them to account
- 7 You create a sense of common purpose
- 8 You deploy a range of legitimate strategies and tactics to influence people
- 9 You recognise the opportunities presented by the diversity of people

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<b>Relevant occupations</b>	Public Services; Government and Related Organisations; Public Service and Other Associate Professions
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<b>Suite</b>	Professional Skills for Government (PSG)
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