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**Sustainable Symphony:
Echoes of Change)))**

Leadership at the Helm: Cultivating Culture for Strategic Initiatives

Martin N. Smith – 13 Elements



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Source: Mindquest



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Organisational Culture		
Invisible	<p><u>Shared Values</u></p> <ul style="list-style-type: none"> • Beliefs and goals shared by most staff • These will shape behaviour • Will persist over time, despite turnover 	Hard to Change
Visible	<p><u>Group Behaviours</u></p> <ul style="list-style-type: none"> • Pervasive ways of behaviour • Behaviour new joiners will adopt to fit in • Ostracised if one acts counter to these 	Easy to Change



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	Adaptive Culture	Unadaptive Culture
Core Values	<ul style="list-style-type: none"> • Management cares about its core constituents • Management value people, process and technology that enables change 	<ul style="list-style-type: none"> • Management only cares about themselves • Managers value risk adverse practices
Common Behaviours	<ul style="list-style-type: none"> • Managers focus on all constituents and implement change when needed, even if it adds risk 	<ul style="list-style-type: none"> • Managers are more political and bureaucratic • Change is not forthcoming to adjust to changes in the environment

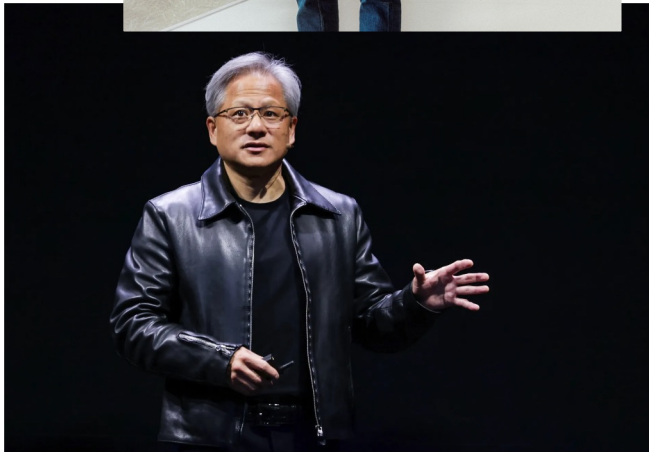
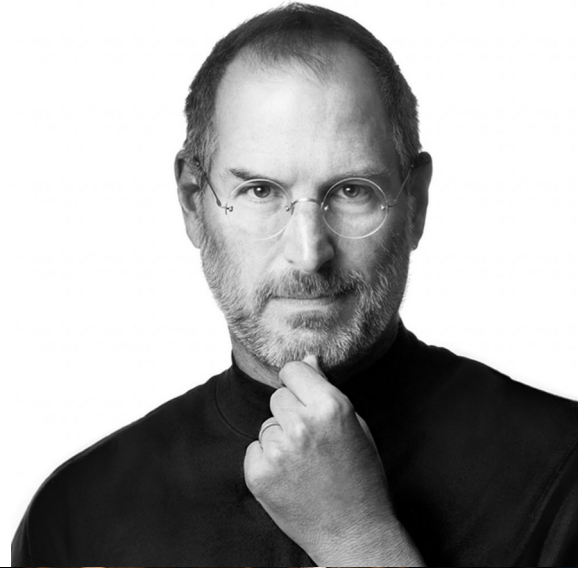


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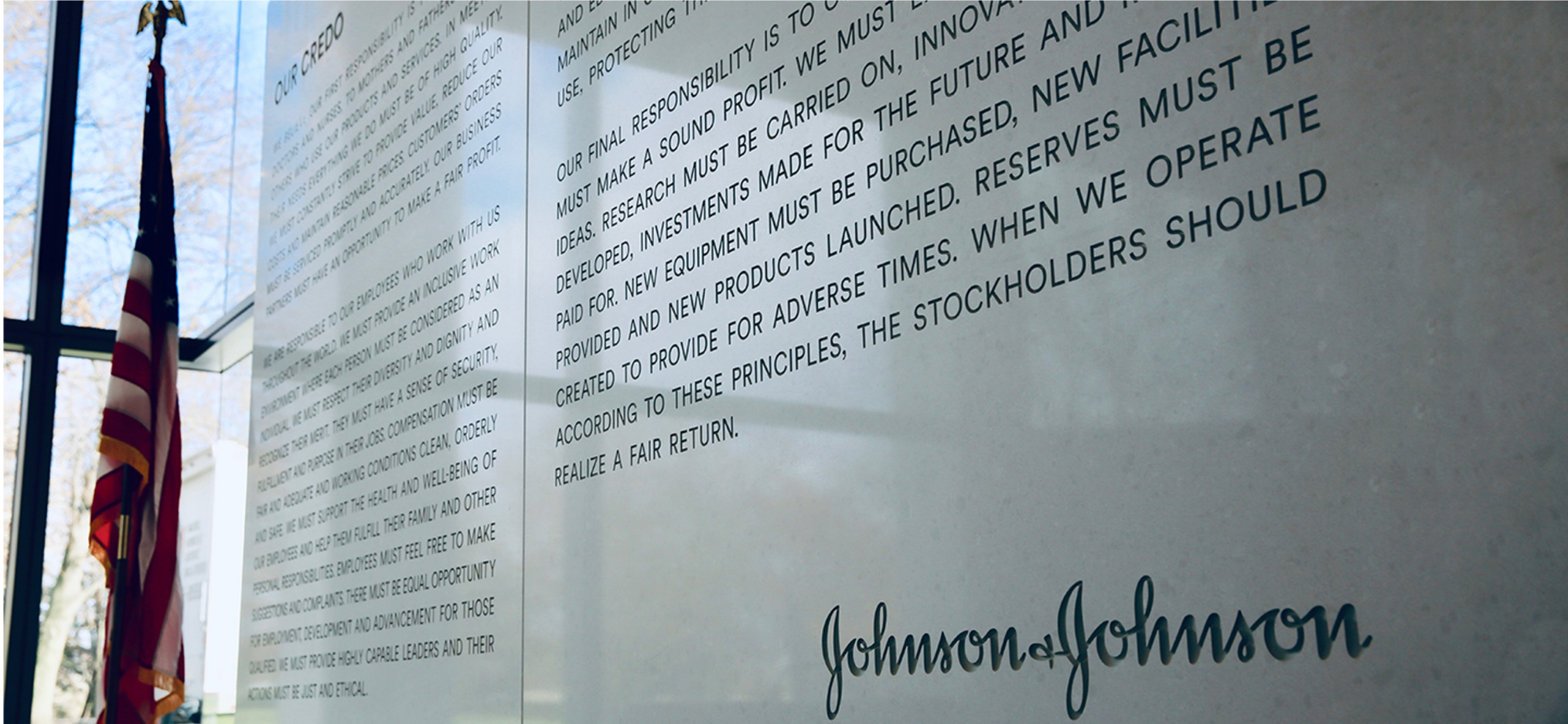


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We believe our first responsibility is to the patients, doctors and nurses, to mothers and fathers and all others who use our products and services. In meeting their needs everything we do must be of high quality. We must constantly strive to provide value, reduce our costs and maintain reasonable prices. Customers' orders must be serviced promptly and accurately. Our business partners must have an opportunity to make a fair profit.

We are responsible to our employees who work with us throughout the world. We must provide an inclusive work environment where each person must be considered as an individual. We must respect their diversity and dignity and recognize their merit. They must have a sense of security, fulfillment and purpose in their jobs. Compensation must be fair and adequate and working conditions clean, orderly and safe. We must support the health and well-being of our employees and help them fulfill their family and other personal responsibilities. Employees must feel free to make suggestions and complaints. There must be equal opportunity for employment, development and advancement for those qualified. We must provide highly capable leaders and their actions must be just and ethical.

We are responsible to the communities in which we live and work and to the world community as well. We must help people be healthier by supporting better access and care in more places around the world. We must be good citizens — support good works and charities, better health and education, and bear our fair share of taxes. We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.

Our final responsibility is to our stockholders. Business must make a sound profit. We must experiment with new ideas. Research must be carried on, innovative programs developed, investments made for the future and mistakes paid for. New equipment must be purchased, new facilities provided and new products launched. Reserves must be created to provide for adverse times. When we operate according to these principles, the stockholders should realize a fair return.

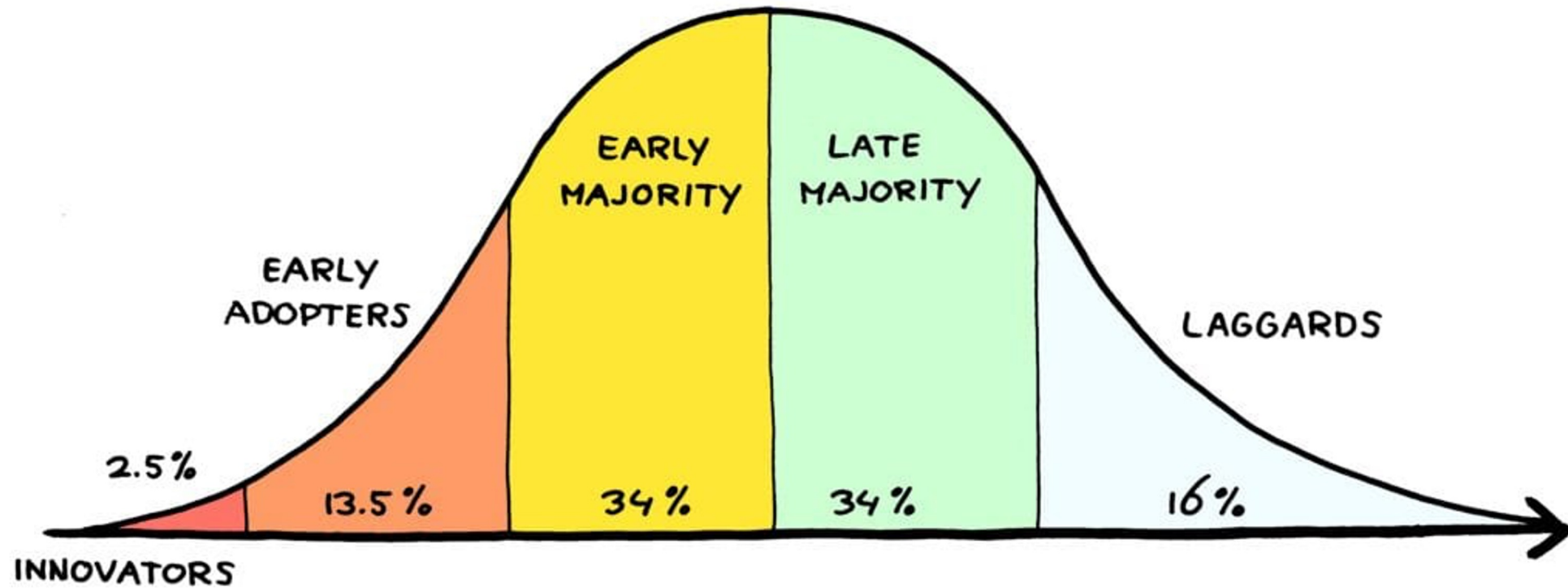


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How to Measure Company Culture



Source: Qualtrics

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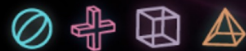
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Conclusions



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