

## Cultural Profiling

*the science & soul of leadership*

Organisational Culture is the 'personality' of an organisation, it is 'the way we do things around here'. Culture is evident in our mindsets (core beliefs and assumptions), values and observable behaviours (norms and standards). It is reflected in our symbols, rituals, policies, systems and processes and in the organisational 'hero' stories that we share.

*"We are tribal animals; we are hard-wired to fit within our tribe. We read the signals about what it takes to fit in, and we adapt our behaviour accordingly. If we absolutely cannot do this, we either leave the tribe, or the tribe throws us out."* **Carolyn Taylor – 'The Power of Culture'**

Culture has a significant impact on organisational performance. There is a growing body of hard data and research correlating a positive culture with high performing, great organisations versus the culture of good organisations or those that are merely surviving.

The Cultural Profiling process involves one on one qualitative dialogues with a representative sample from across the organisation. The output from this process is a report capturing the themes from the dialogue process including aspects such as Organisational Alignment, Teamwork & Collaboration, Results Focus, Customer Focus, Recognition & Reward, Building Capability, Innovation, Risk Taking, Decision Making and Execution. The report also provides clear recommendations to the senior team moving forward.

Along with the organisational Purpose, Vision, Values and Strategy, the Cultural Profile often informs the design of a customised leadership development or cultural change program.

## what clients say

*"The Cultural profiling conducted by The Spirit Service provided significant input into the change management program undertaken by VICSES over the past 4 years. The first profiling was conducted in 2006 and instigated a complete review of the development programs for our leadership group which was lead by The Spirit Service. They gained the confidence of the leadership group and helped develop and steer them towards achieving the organisations goals. Instead of having a leadership group working in silos we now have a group of leaders focussed and working together on organisation wide outcomes. The transformation was inspiring and the rewards from the program were demonstrated in the outcomes from the second cultural profiling conducted in 2009."*

**Katrina Bahen, Director Human Resources, Victoria State Emergency Service**