

# Culture and Hybrid Workplaces

The background features a blue gradient with 3D text elements. The word 'Workplaces' is prominently displayed in large, white, 3D block letters, with 'Work' being the most visible part. Below it, the word 'Digital' is also visible in a similar 3D style. Other words like 'Flexible', 'Remote', and 'Hybrid' are faintly visible in the background.

- Dr. Robert A. Cooke
- Cathleen Cooke
- Michael Kern

# Today's Speakers



Dr. Robert A. Cooke



Cathleen Cooke



Michael Kern



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# Three Main Topics for Today

Sharing insights on...

- identifying Constructive cultural norms for hybrid organizations that promote effectiveness at the employee (e.g., engagement), group (e.g., teamwork), and system (e.g., adaptability) levels
- creating a pervasive culture that is strong and consistently Constructive across the entire organization—for both remote and onsite employees
- shaping culture via levers for change such as employee involvement, goal setting, and rewards and recognition



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# Outcome- or Problem-Specific Cultures

*Remote Work*

Working from Home Culture

Remote Work Culture

Hybrid Workplace Culture

# Meeting the Latest Culture Challenge— Transitioning to Hybrid and Remote

Rather than allowing responses to Covid and the movement toward remote and hybrid arrangements derail the culture of your organization,

...use culture strategically to constructively impact how your people—both onsite and remote—approach their work, interact, and perform.

Rather than building a special or disparate “culture for remote work” to support the transition to a hybrid workforce,

...strengthen your organization’s overall work culture, move it toward your ideal, and use it to achieve an integrated, cohesive, and effective workforce.

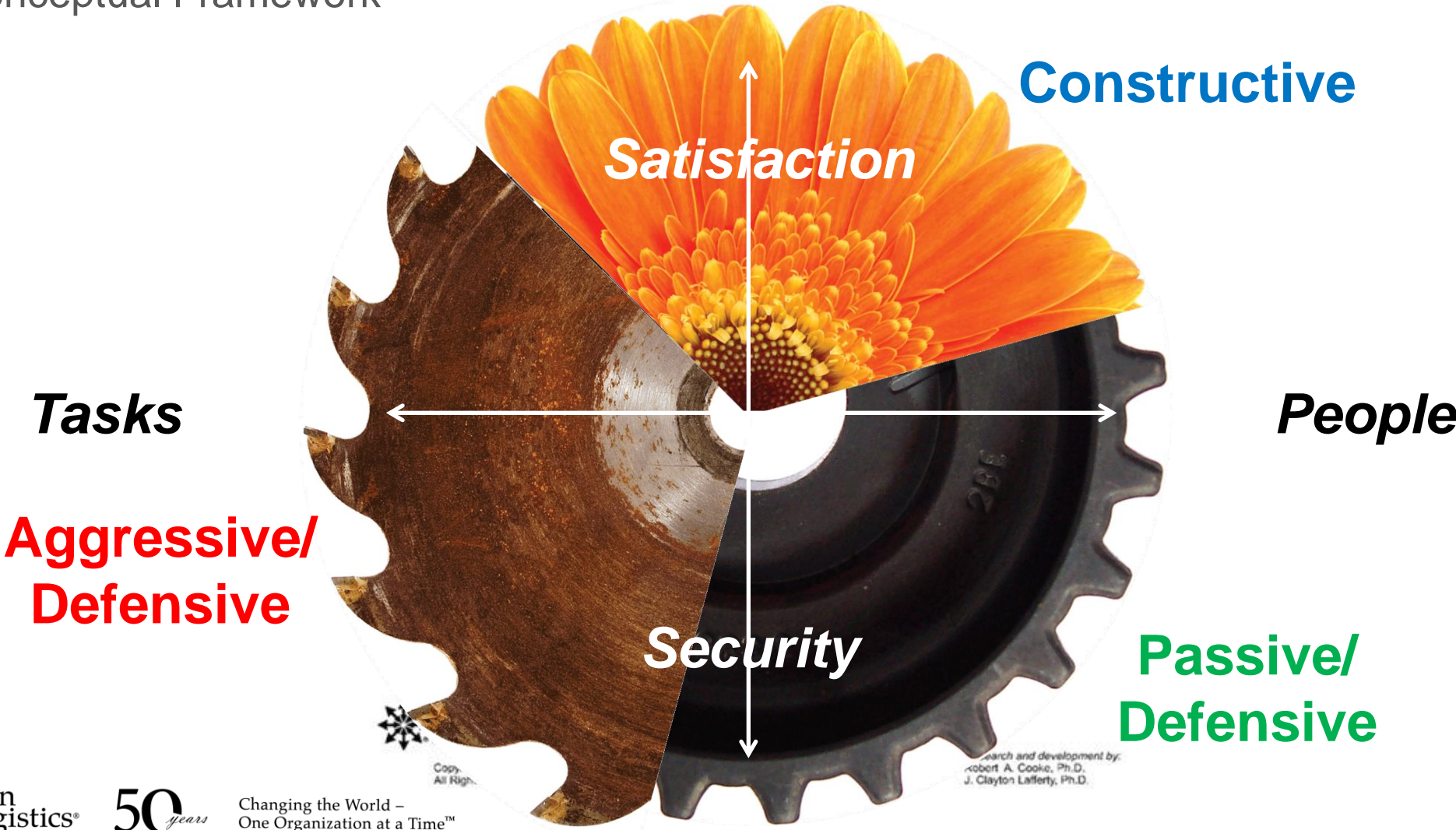


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# The Culture Circumplex

The OCI Conceptual Framework



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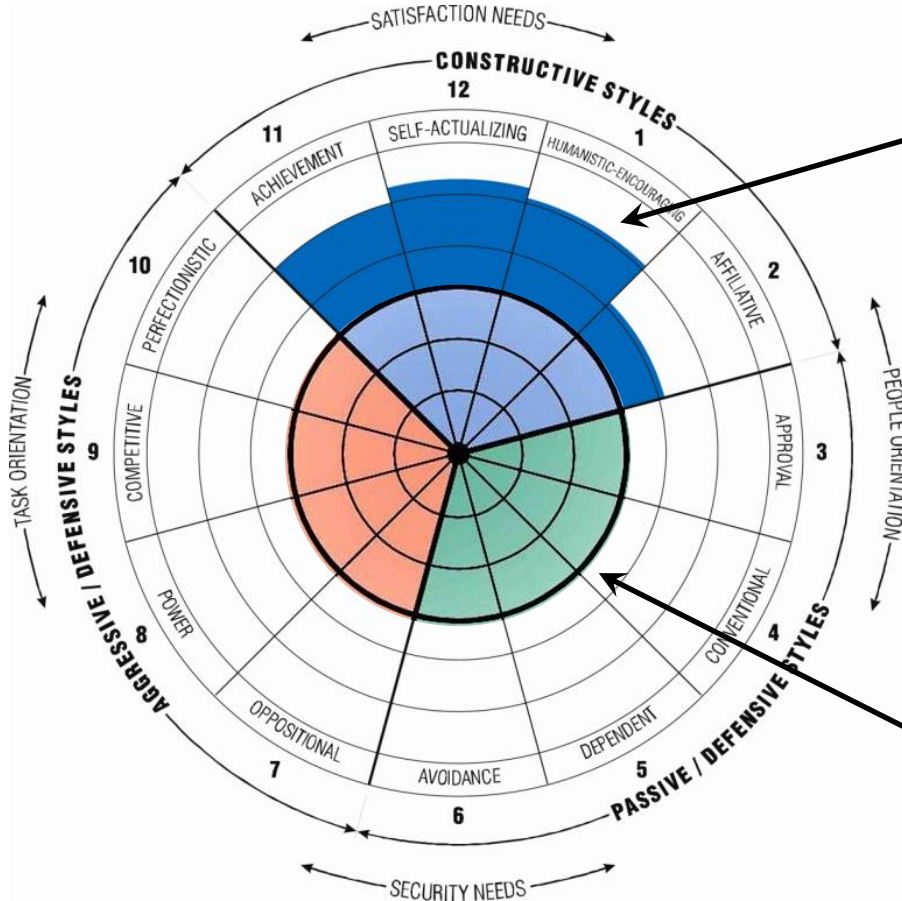
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Robert A. Cooke, Ph.D.  
J. Clayton Lafferty, Ph.D.

# Ideal versus Current Culture



## Ideal (Values)

- Think about what it takes to “fit in” and meet expectations in your organisation.
- Using the response options “1 =not at all” to “5=to a very great extent,” *indicate the extent to which you and people like yourself are expected or implicitly required to:*
  - Point out flaws
  - Show concern for the needs of others

## Current (Norms)

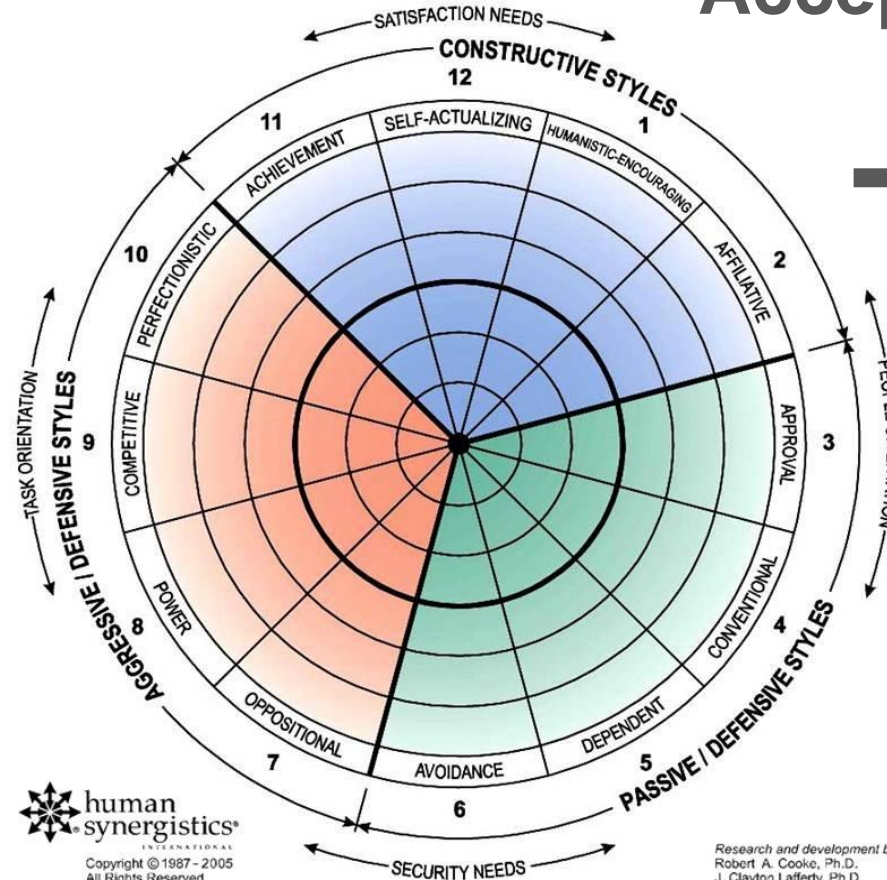
# OCI Culture Norms and Problem-Solving Effectiveness

High Quality  
and  
Acceptance



Low Quality  
and  
Acceptance

Mixed Quality  
and  
Acceptance  
?



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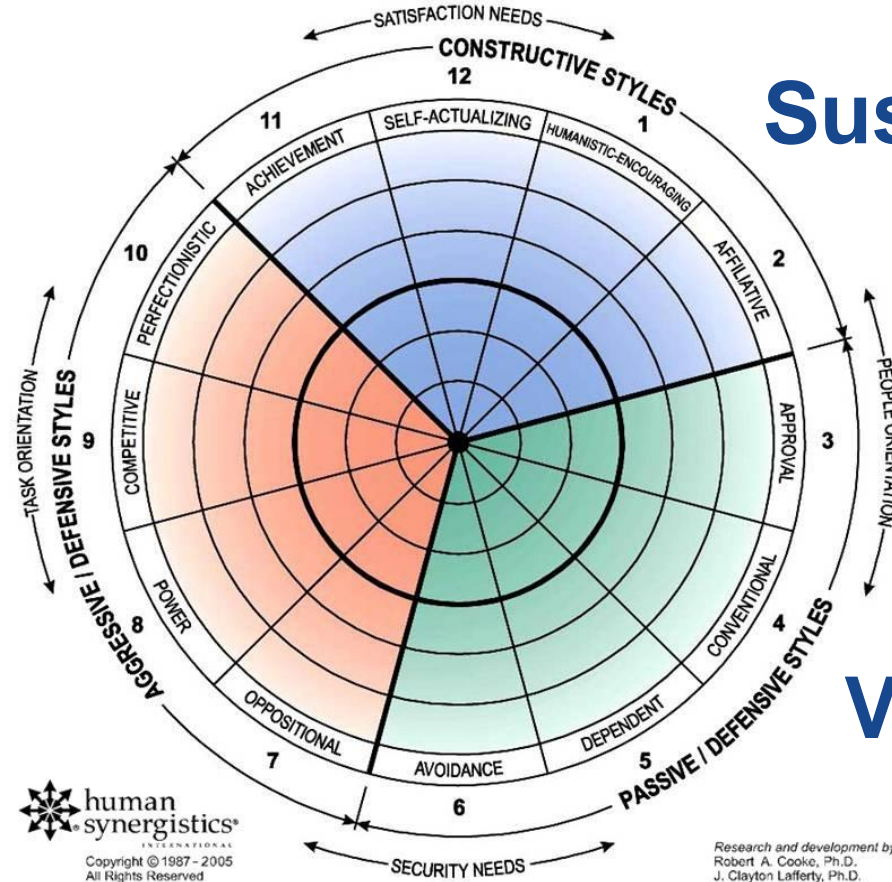
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# OCI Culture Norms: Long-Term Effectiveness

**Volatility**



**Sustainability**

**Vulnerability**

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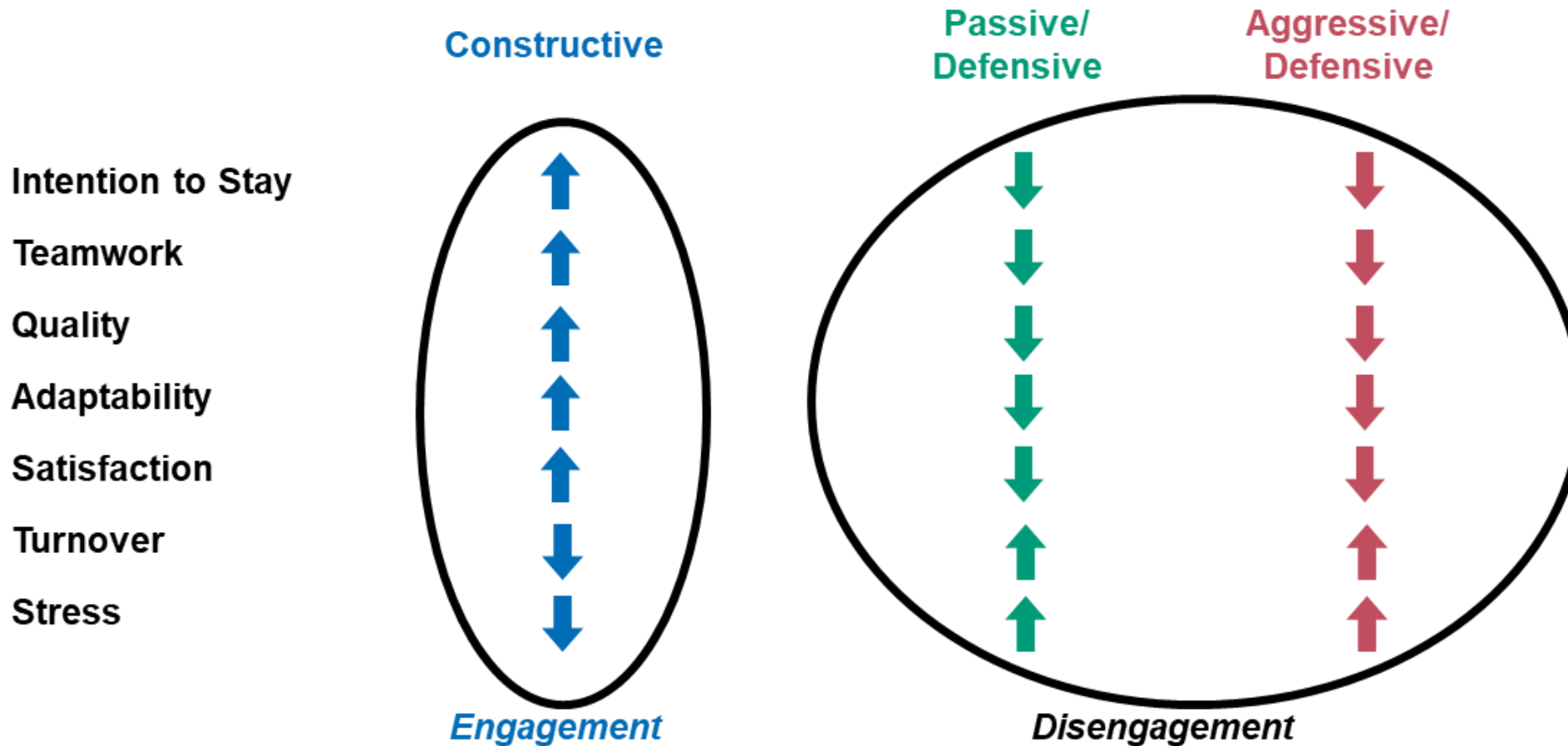
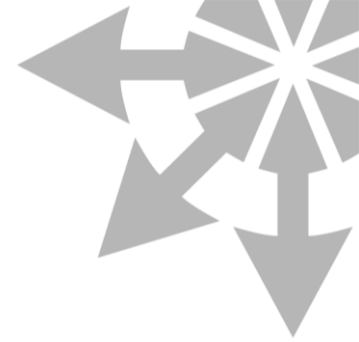
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# Culture & Engagement



Correlations from Szumal, J.L. Reliability and Validity of the OEI. Arlington Heights, IL: Human Synergistics/Center for Applied Research.

# Culture and Outcomes

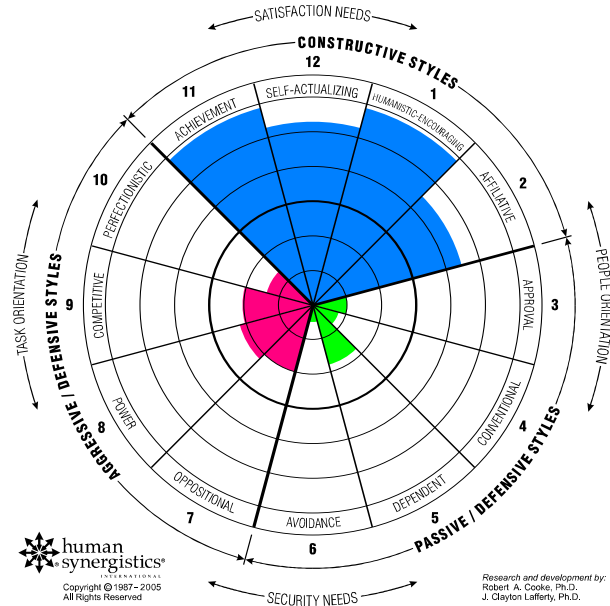
## Culture's consequences...

### Across Organizations

- Culture and Profitability
- Readership Study
- Best of the Best (Canada)

### Over Time

- Lion/Kirin (Australia/Japan)
- SaskCentral (Canada)
- IBM (United States)
- OSU Medical Center (United States)

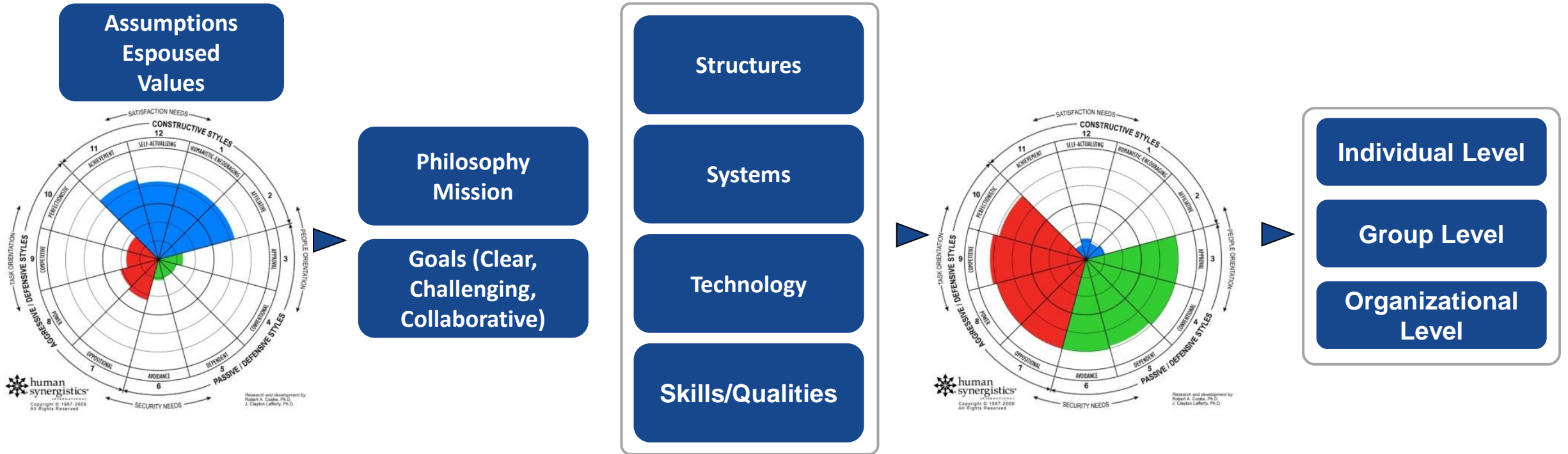


**Individual Level**  
(Engagement)

**Group Level**  
(Teamwork)

**Organizational Level**  
(Adaptability)

# How Culture Works Model



Focus	Ideal Culture	Causal Factors	Current Culture	Outcomes
Instrument	OCI-Ideal	OEI	OCI	OEI
Measuring	Values and Beliefs	Levers for Change	Norms and Expectations	Effectiveness

# Questions to ask

As your organization moves toward a hybrid workforce:

- Do the changes you're implementing communicate and reinforce expectations for Constructive behaviors?
- Are the changes equitable in terms of those working remotely vs. on-site and supportive of a unified organization?
- Do the processes you're using to problem solve and identify changes reflect and reinforce Constructive norms?



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# Emphasizing *Organizational Culture*

Develop systems, structures, jobs, and skills that:

- promote Constructive norms among both remote and onsite members;
- increase the pervasiveness and intensity of the culture; and
- support the hybrid workforce and promote effectiveness.

“Nest” and embed outcome-specific cultures (e.g., for hybrid) within the larger culture to:

- maintain governance and the organization’s identity;
- promote continuity of values, norms and change initiatives; and
- ensure desired outcomes are consistent with the overall mission.

Treat new problems/priorities as opportunities to:

- mobilize and reinforce the current operating culture and
- make salient and operationalize values (i.e., your Ideal culture).

# In Conclusion: What type of Culture?

Strive for an organization that promotes **CONSTRUCTIVE BEHAVIORAL NORMS** that are universal and shared across:

- Departments, functional areas, and levels
- Locations and geography
- Onsite and Remote

Doing so will enhance members' ability, individually and collaboratively to...

- Solve problems
- Make decisions
- Perform effectively



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# Q & A



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# Thanks for joining us!

*For questions & assistance, contact us...*

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