



# Disentangling Culture and Climate

*Robert A. Cooke, Ph.D., CEO, Human Synergistics International, and Emeritus Associate Professor, University of Illinois at Chicago*



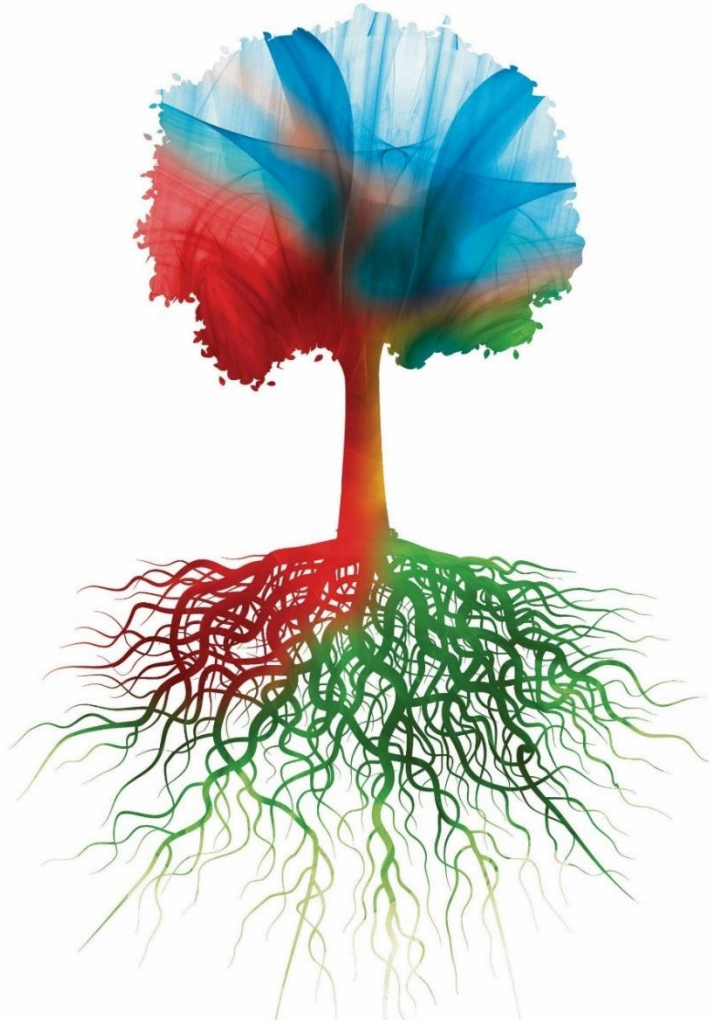
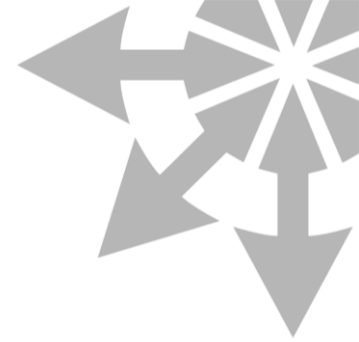
*Introduction by:  
Tim Kuppler and Mary McCulloch  
Human Synergistics*



*Ultimate*  
**The 3<sup>rd</sup> Annual Culture Conference**  
October 3, 2017 | The Fairmont Chicago  
*Leadership and Culture—It's a Two-Way Street*



# Climate and Culture—Definitions



## Culture (Ideal and Actual/Current)

**VALUES and BELIEFS**

**What's important**

**What works**

**What's related**

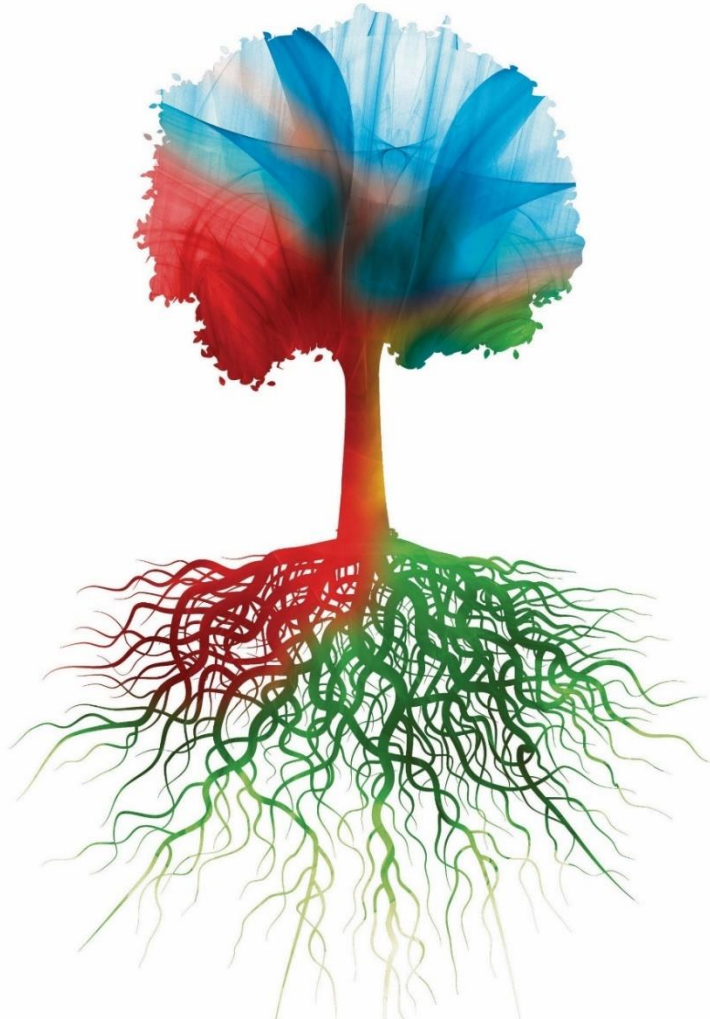
**NORMS**

**How we should think**

**How we should behave**

**What we shouldn't do**

# Climate and Culture—Definitions



## Climate

## Culture (Ideal and Actual/Current)

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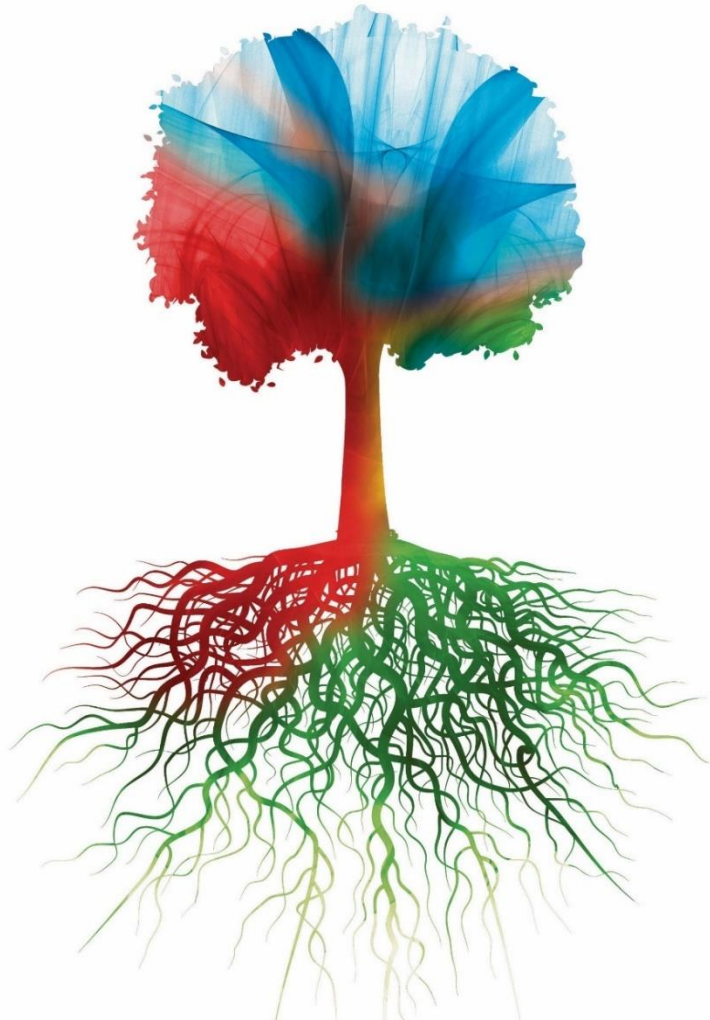
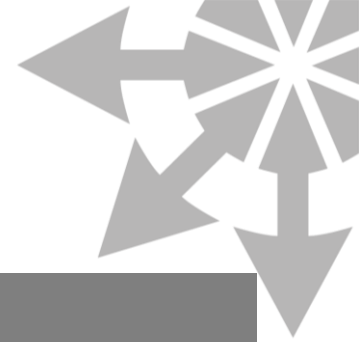
**NORMS**

**How we should think**

**How we should behave**

**What we shouldn't do**

# Climate and Culture—Definitions



## Climate

### PERCEPTIONS

Observations

Subjective, filtered

Sensory

### ATTITUDES

Feelings

Affective states

Predisposition

## Culture (Ideal and Actual/Current)

### VALUES and BELIEFS

What's important

What works

What's related

### NORMS

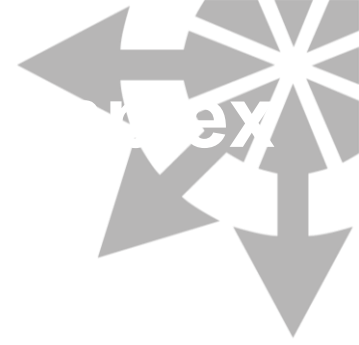
How we should think

How we should behave

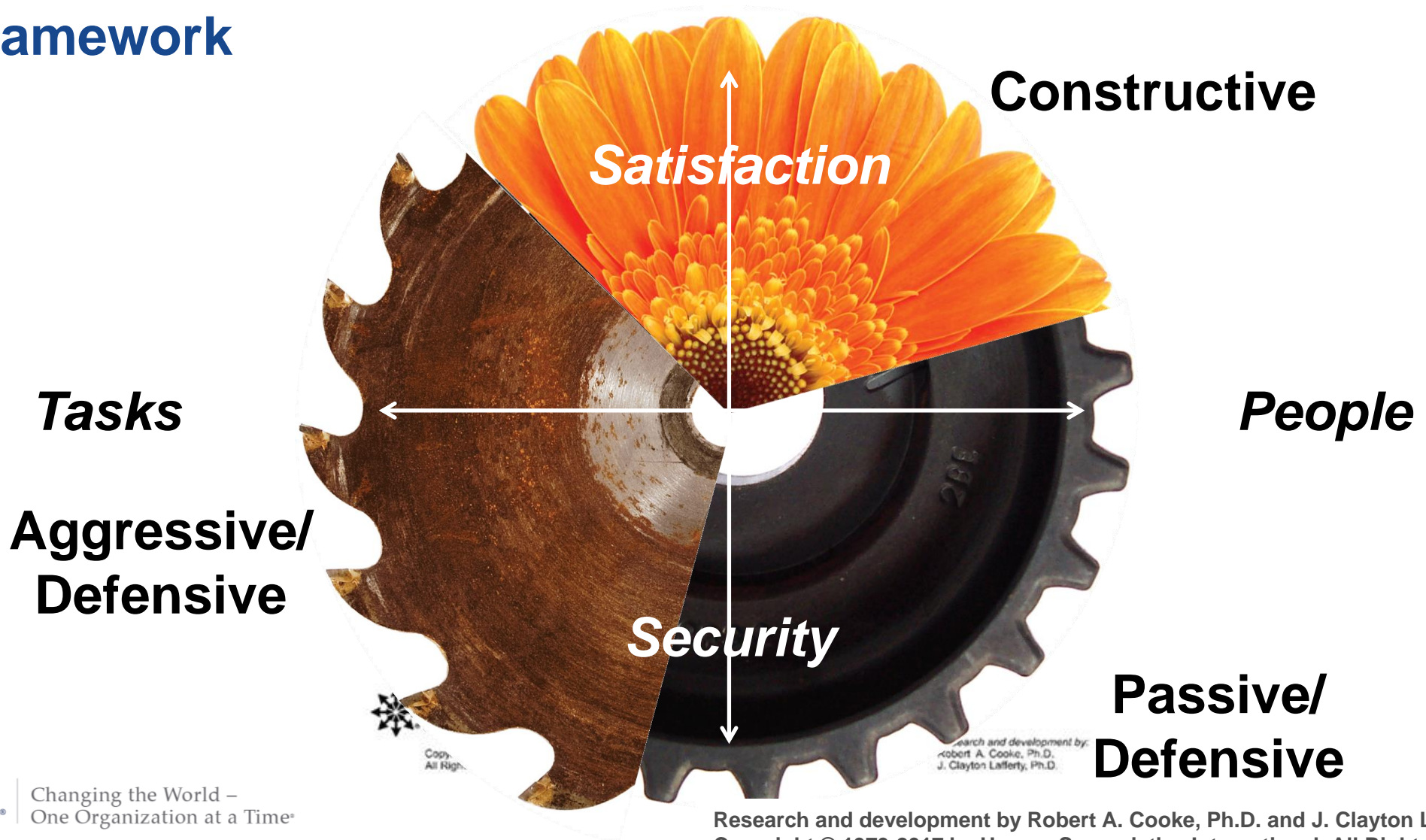
What we shouldn't do



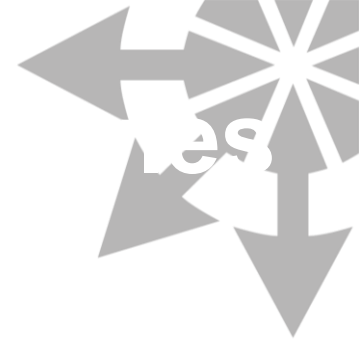
# The OCI Circumplex



## The Framework



# Behaviors (Valued and/or Expected)



Maintain personal integrity  
Emphasize quality

12

Work toward self-set goals  
Take on challenging tasks

11

Set unrealistic goals  
Take care of every detail

10

Try to look good  
Outperform others

9

Stay on the offensive  
Maintain tight control

8

Look for mistakes  
Stay aloof and detached

7

“Lay low” when things get tough  
Be non-committal

6

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Teach others

Resolve conflicts constructively

1

Cooperate  
Be friendly

2

Set goals to please others  
Agree with everyone

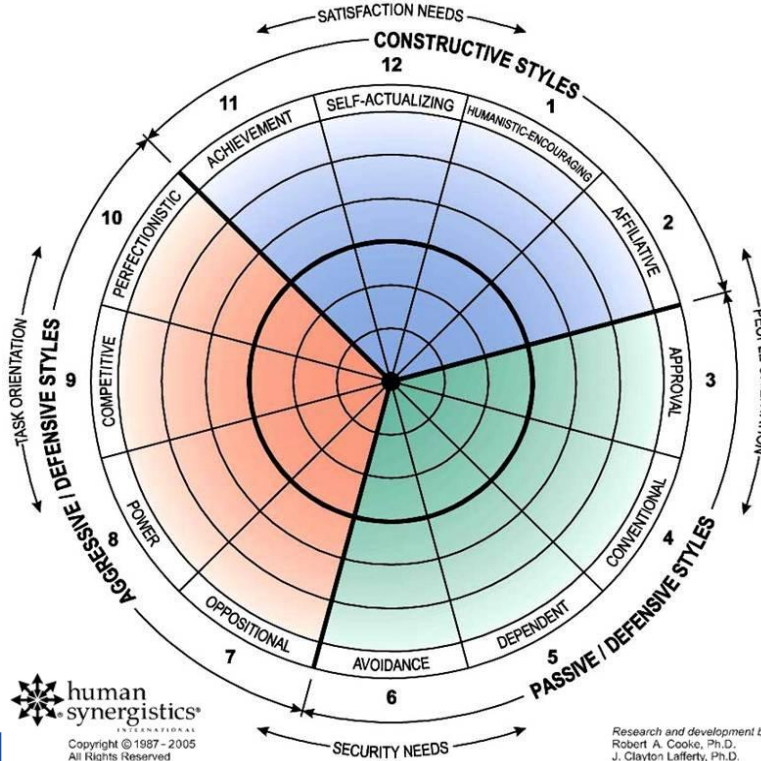
3

Resist ideas that are different  
Follow policies and practices

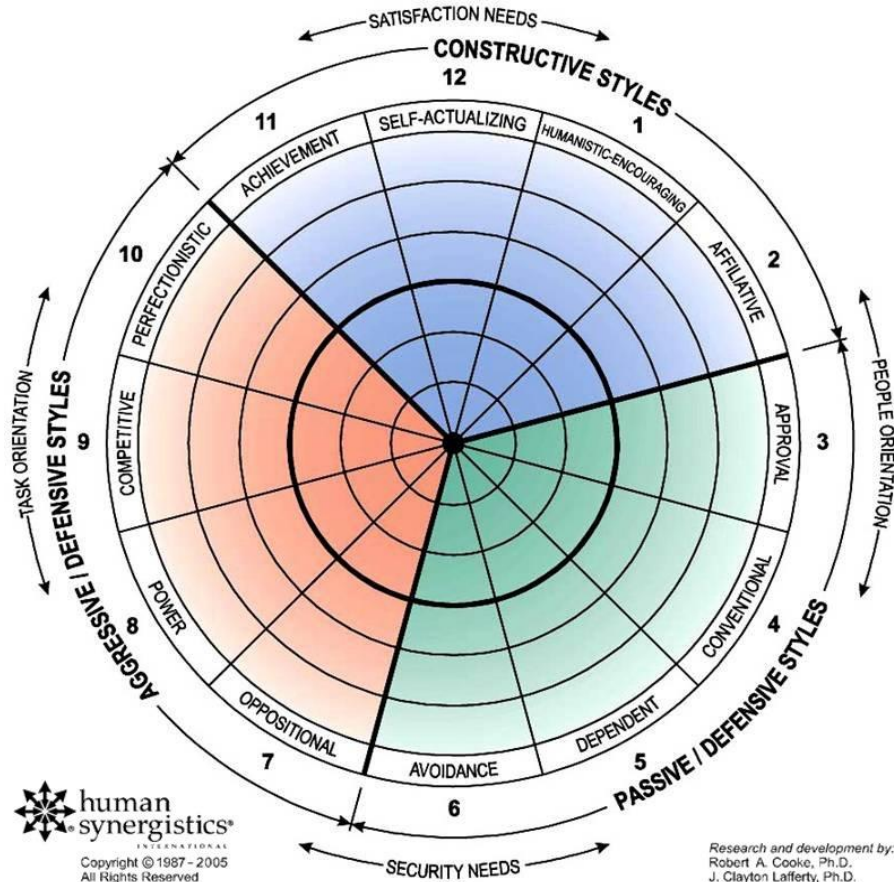
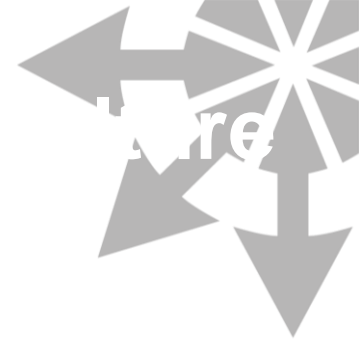
4

Wait for others to act first  
Be a good follower

5



# Ideal vs. Current Culture



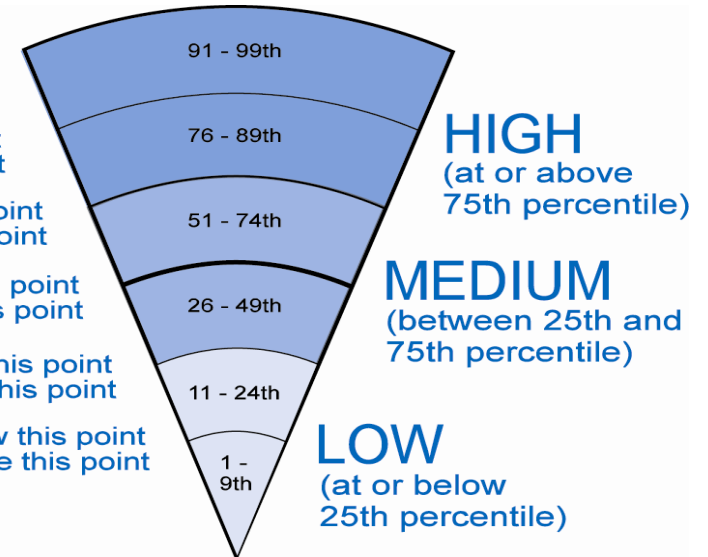
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75% score below this point  
25% score above this point

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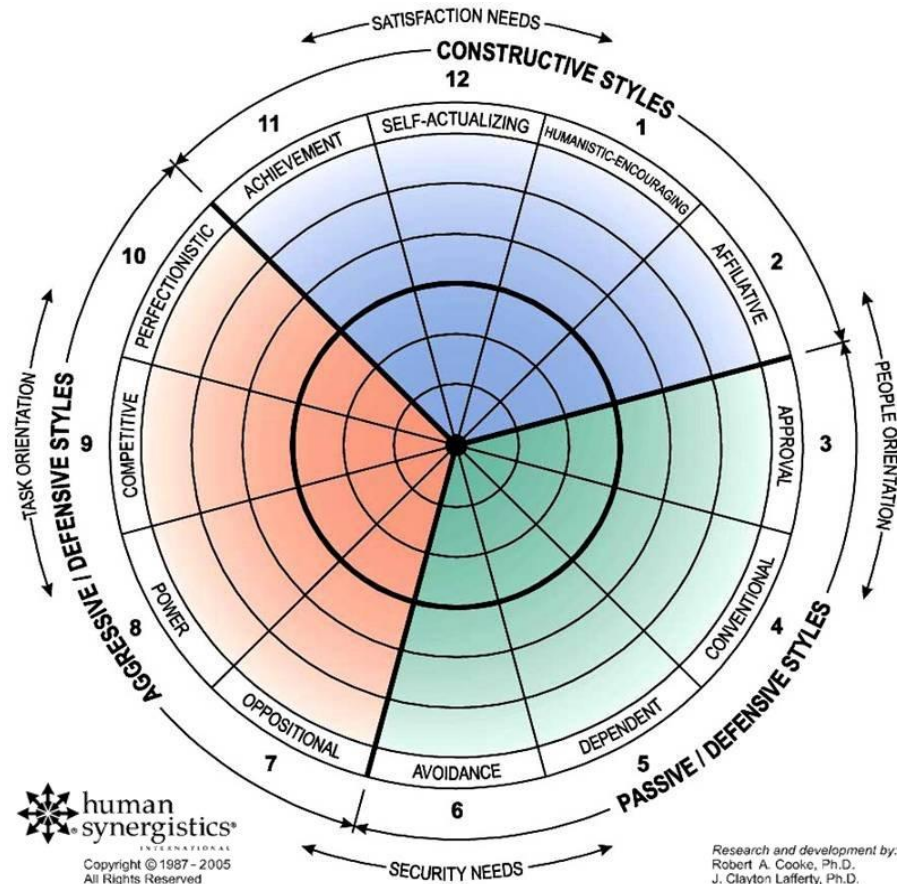
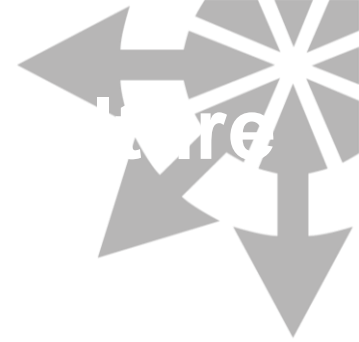
25% score below this point  
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10% score below this point  
90% score above this point





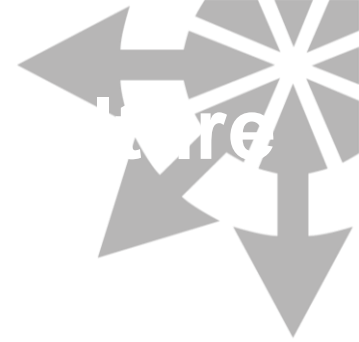
# Ideal vs. Current Culture



- Please think about the behaviors that *ideally* should be expected and encouraged in your organization to maximize its effectiveness.
- Using the response options “1 =not at all” to “5=to a very great extent,” *indicate the extent to which members should be expected to:*
  - Point out flaws
  - Show concern for the needs of others



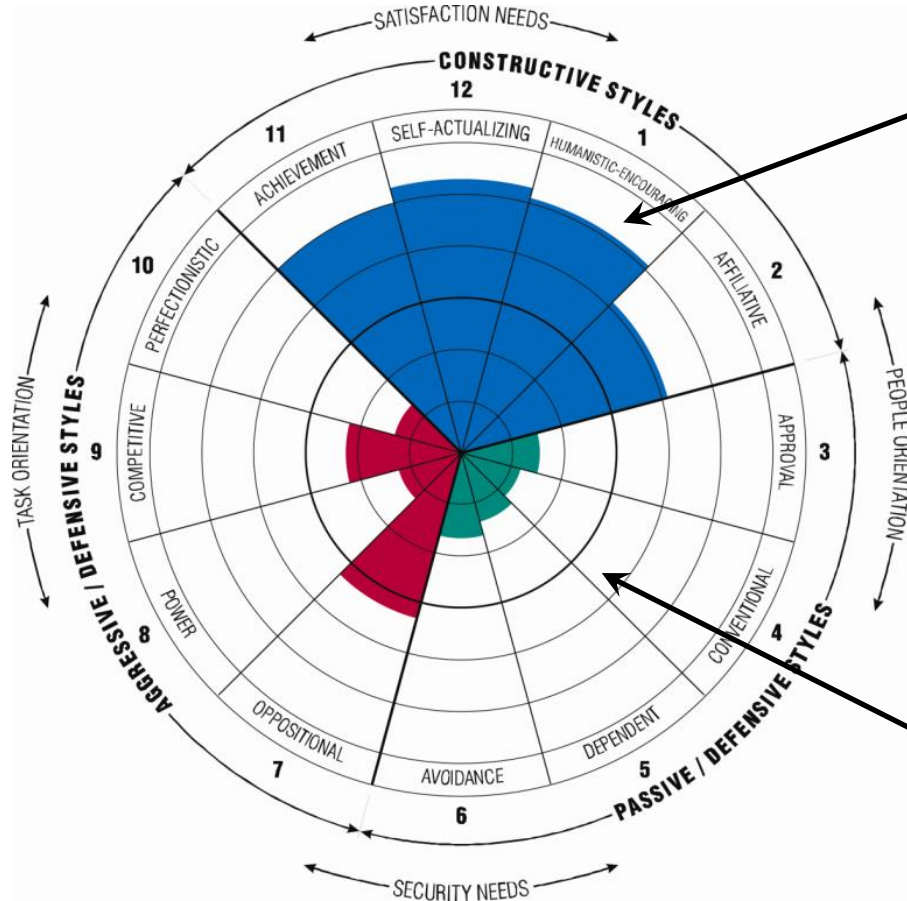
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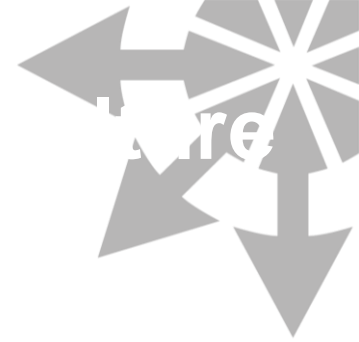
## Ideal (Values)

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## Current/Actual (Norms)



# Ideal vs. Current Culture



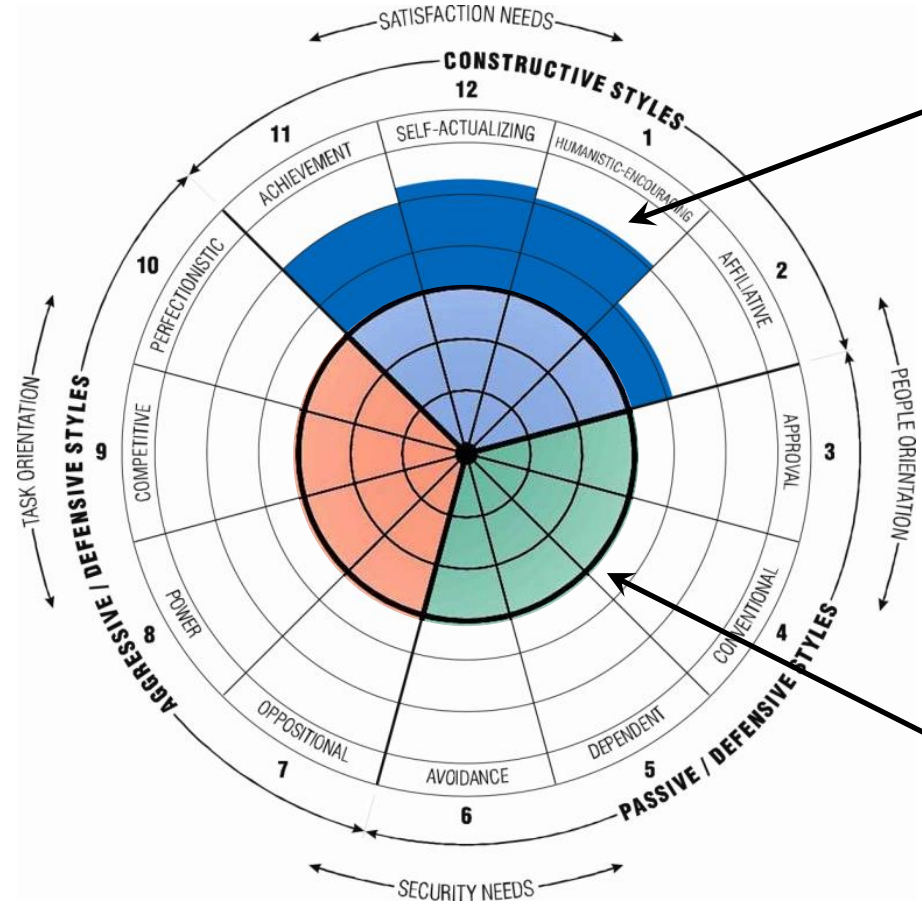
## Ideal (Values)

- Think about what it takes to “fit in” and meet expectations in your organization.
- Using the response options “1 = not at all” to “5 = to a very great extent,”

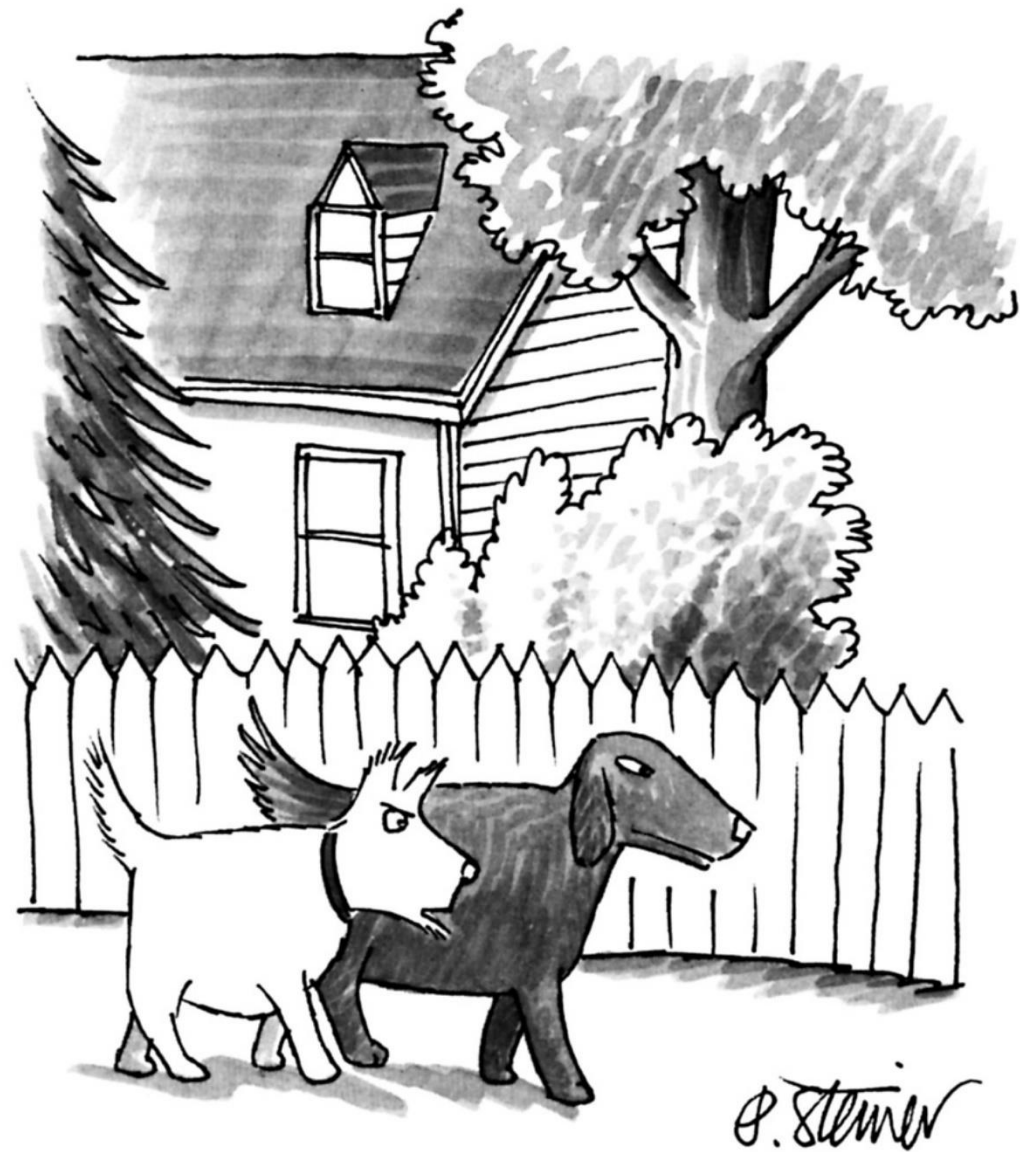
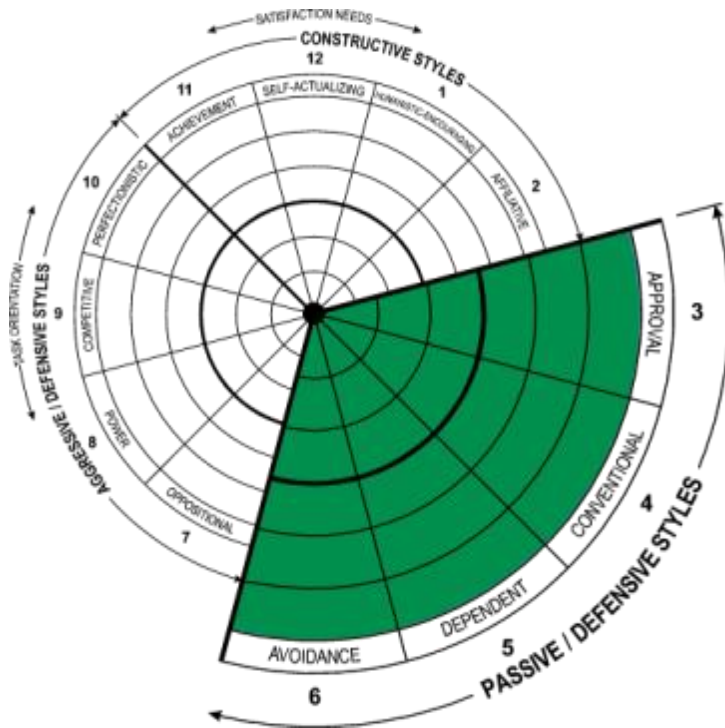
*indicate the extent to which you or people like yourself are expected or implicitly required to:*

- Point out flaws
- Show concern for the needs of others

## Current/Actual (Norms)



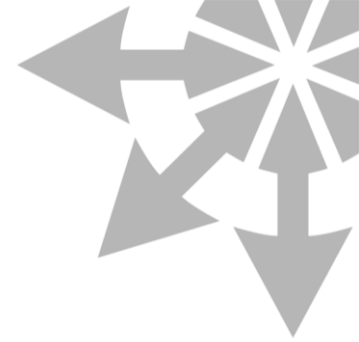
# The Passive Norms



*"It's always 'Sit,' 'Stay,' 'Heel'—never  
'Think,' 'Innovate,' 'Be yourself.'"*



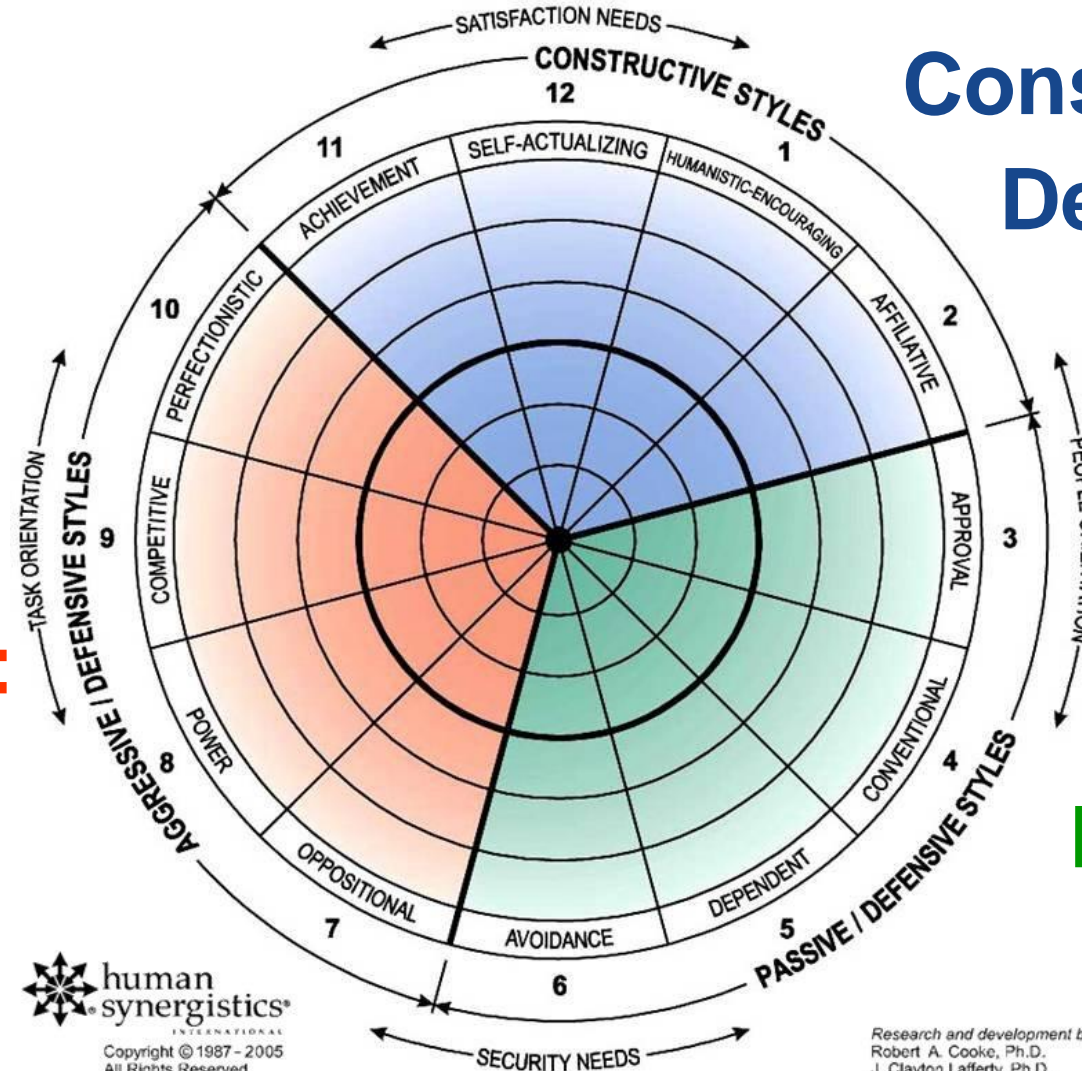
# What's Required or Expected?



**Constructive:  
Develop**

**Aggressive:  
Get**

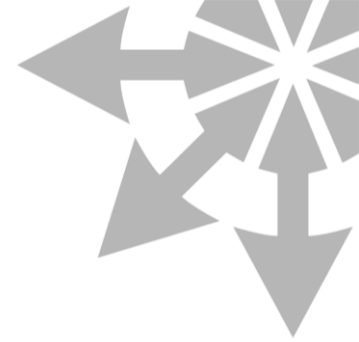
**Passive:  
Stay**



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J. Clayton Lafferty, Ph.D.

# Stay, Get, Develop



## 12. Develop Oneself

### 11. Develop/Attain Goals

### 10. Get Closure

### 9. Get Advantage Over

### 8. Get the Upper Hand

### 7. Get Even

### 1. Develop others

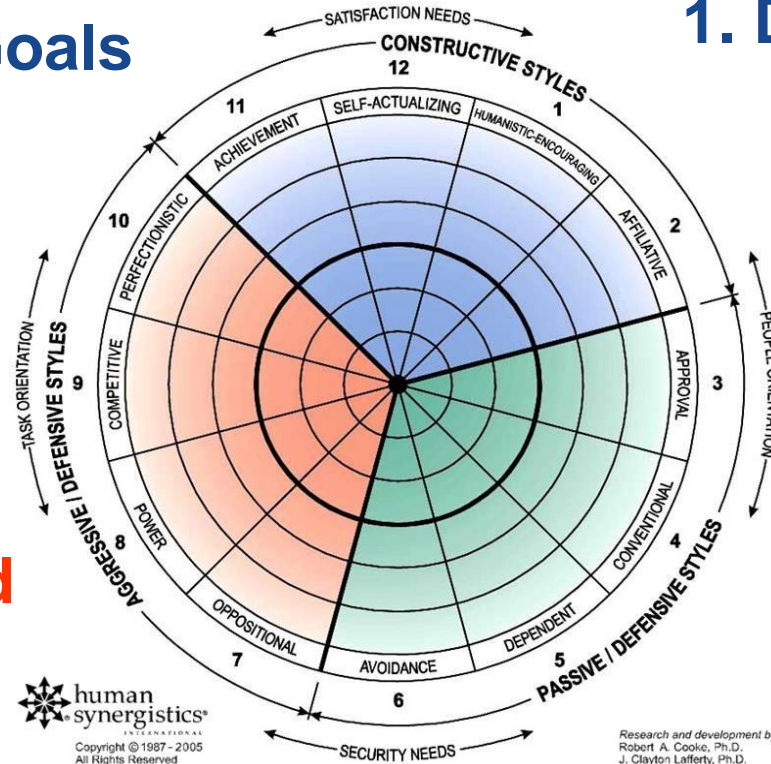
### 2. Develop Relationships

### 3. Stay in Good Standing

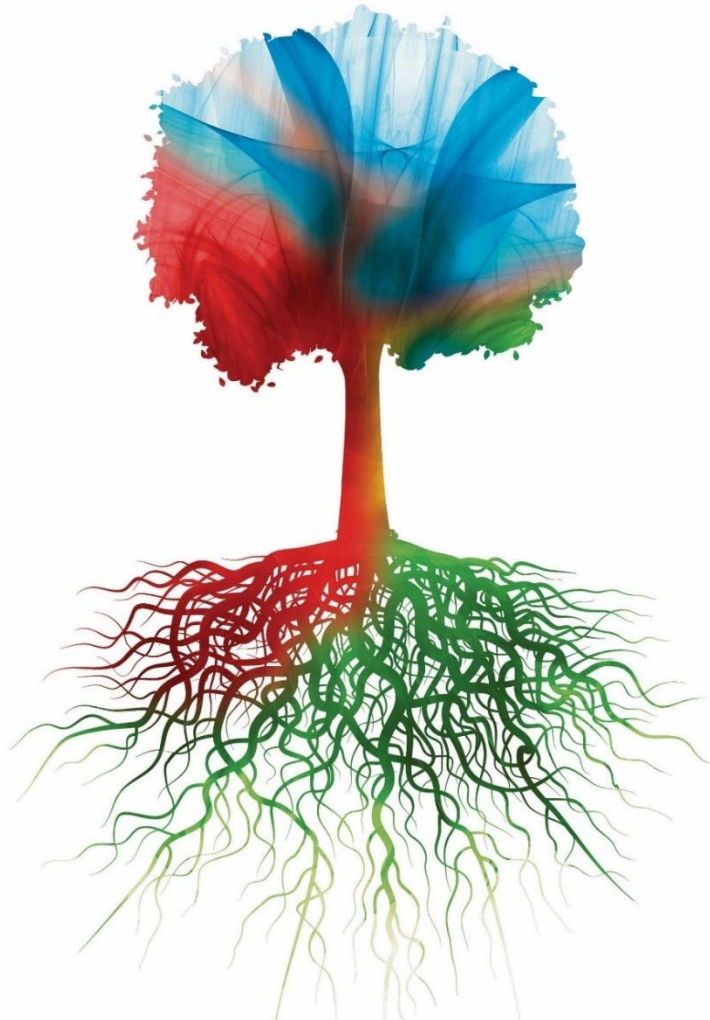
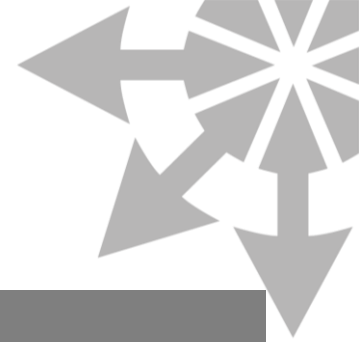
### 4. Stay in "The Box"

### 5. Stay "in Line"

### 6. Stay clear/away/out



# Climate and Culture—Differences



## Climate *is relatively...*

**Visible**

**Salient**

**Easy to Measure**

**Perceptual**

**Changing**

**Malleable**

**Less Efficacious**

**Past/Present Oriented**

## Culture *is relatively...*

**Invisible**

**Latent**

**Difficult to Measure**

**Cognitive**

**Stable**

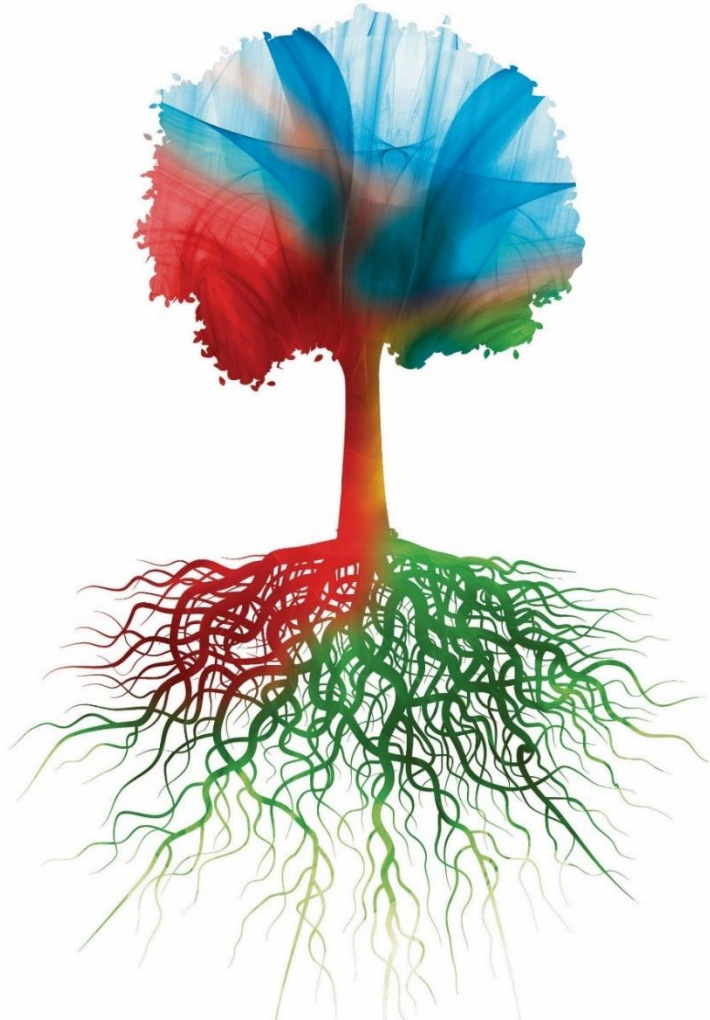
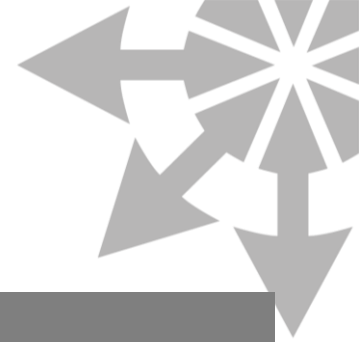
**Resilient**

**More Efficacious**

**Future Oriented**



# Climate and Culture—The Dilemma



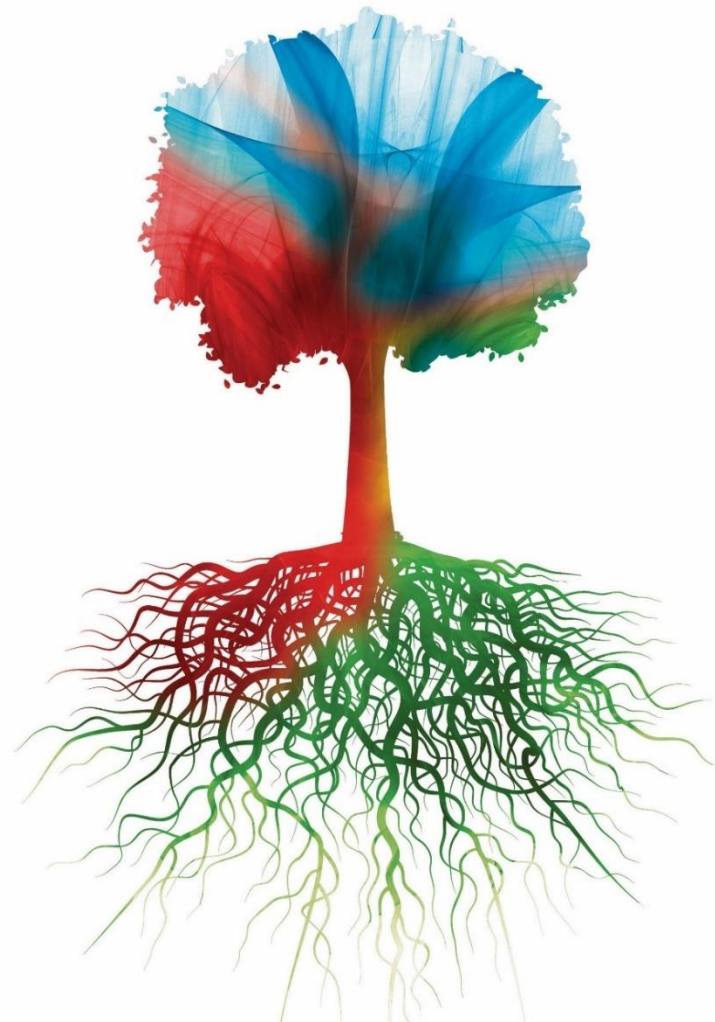
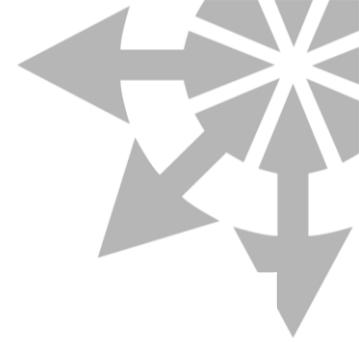
**Climate *is...***

**Easier to understand, see,  
measure, and change**

**Culture *is...***

**More fundamental, impactful,  
enduring, resistant to change,  
and longer lasting**

# Climate and Culture—The Solution

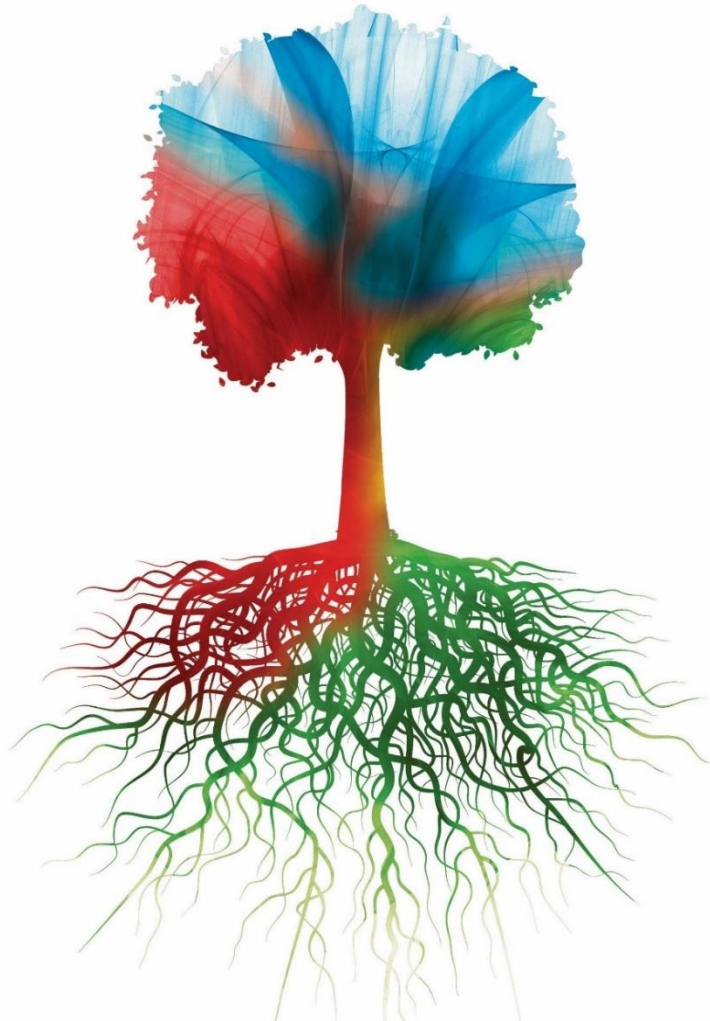
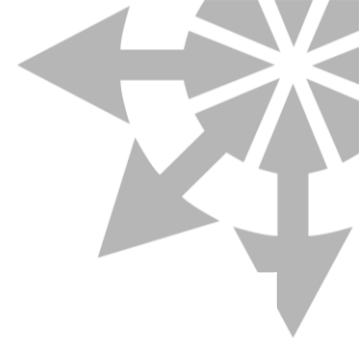


Thus,  
the more important *target* for change  
(Culture) is more *difficult* to change.

**Culture is...**

**More fundamental, impactful,  
enduring, resistant to change,  
and longer lasting**

# Climate and Culture—The Solution



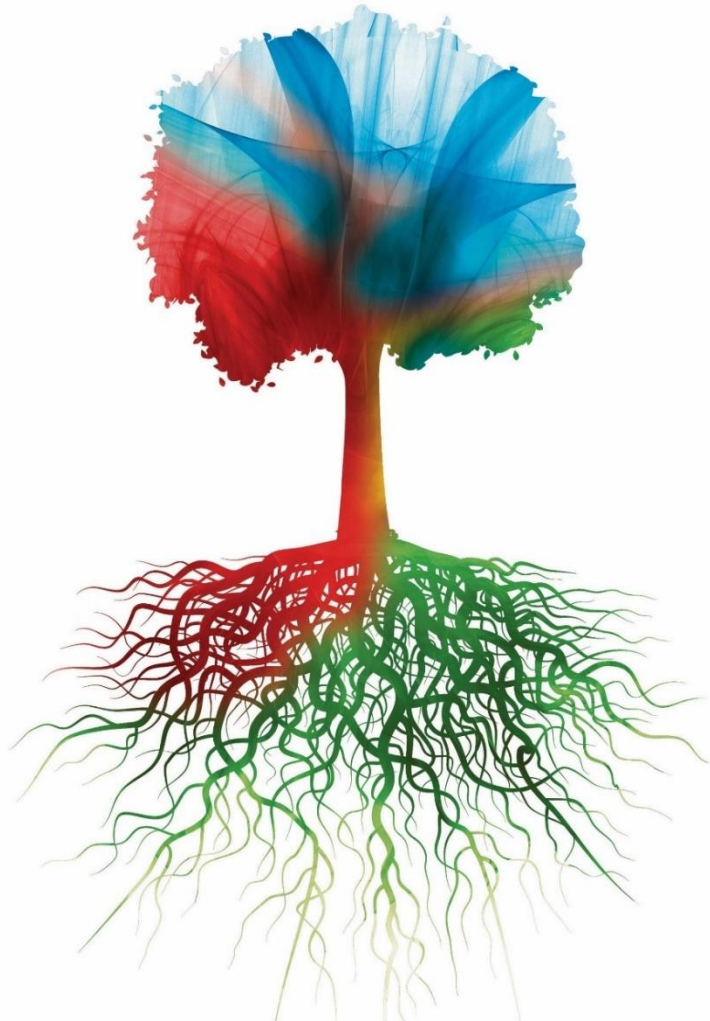
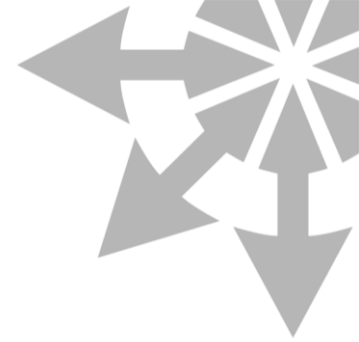
Thus,  
the more important *target* for change  
(Culture) is more *difficult* to change.

So, change Culture by  
changing Climate.

And do so by focusing on  
dimensions of Climate shown to  
promote and reinforce the  
Cultural norms of interest.



# Deploying Climate and Culture



## **Culture** *can be used to...*

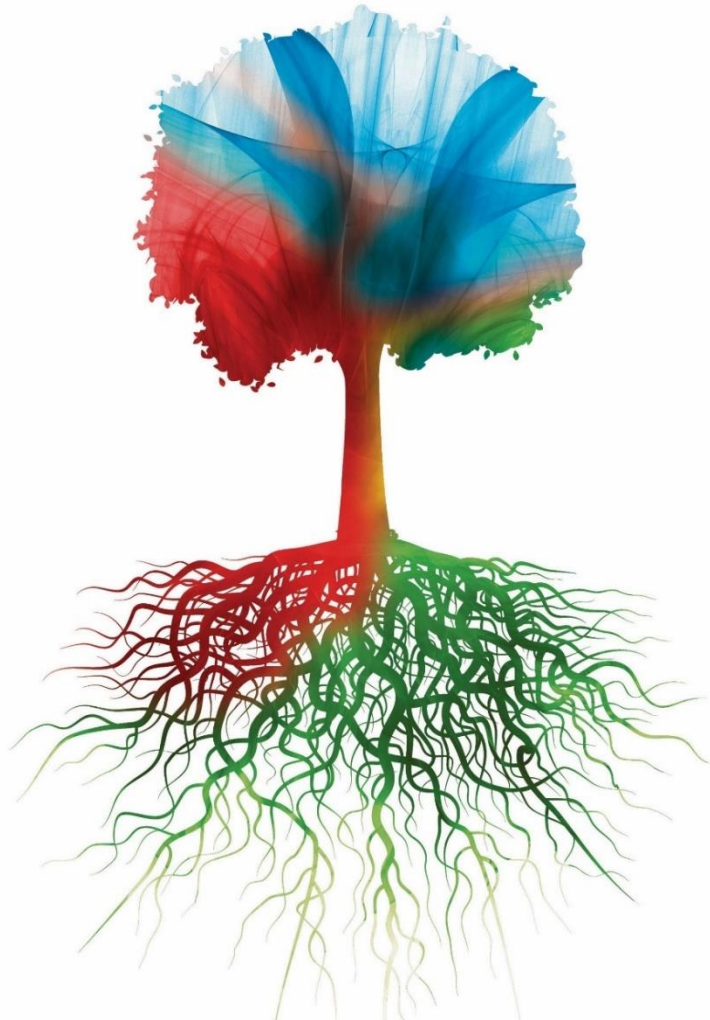
**Promote Understanding**

**Identify Espoused Values (Ideal)**

**Describe Current/Actual vs. Ideal Gaps**

**Initiate and Sustain Change**

# Deploying Climate and Culture



## **Climate** *can be used to...*

**Take Action**

**Operationalize Values and Beliefs as Behavioral Norms**

**Change Norms and Close Current/Actual vs. Ideal Gaps**

**Implement Change**

## **Culture** *can be used to...*

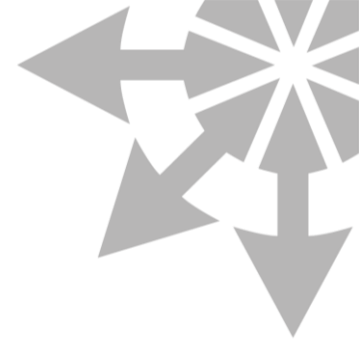
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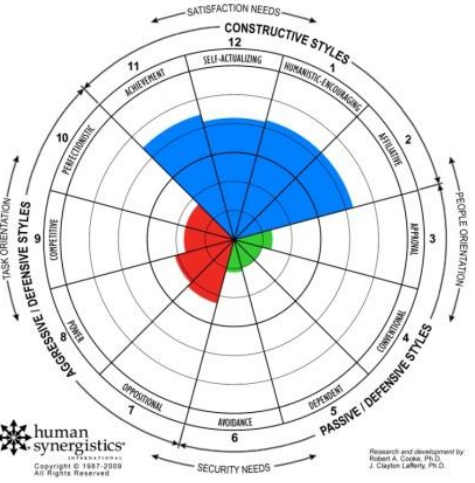
**Describe Current/Actual vs. Ideal Gaps**

**Initiate and Sustain Change**

# How Culture Works

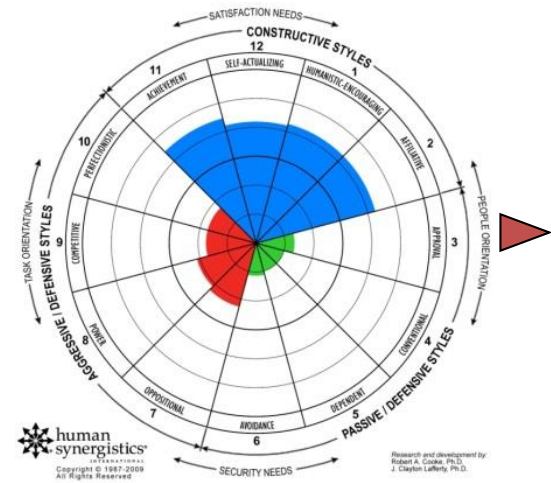


**Assumptions  
Espoused  
Values**



**Philosophy  
Mission**

**Goals  
Strategy**



Ideal Culture		Current Culture	
OCI-Ideal		OCI	
<b>CULTURE: Espoused Values</b>		<b>CULTURE: Norms</b>	



Changing the World –  
One Organization at a Time®

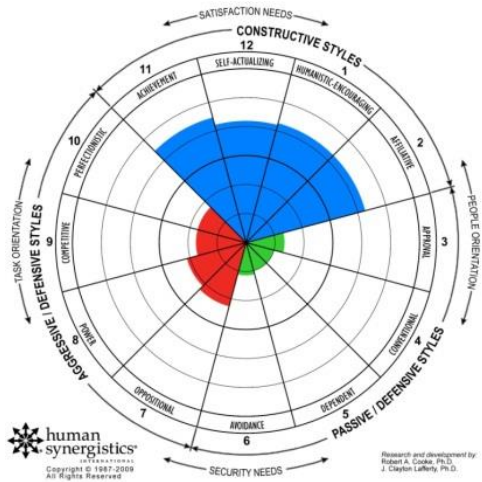
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# How Culture Works



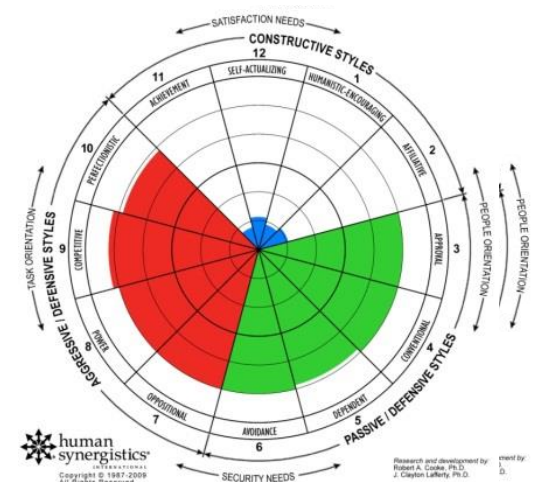
**Assumptions  
Espoused  
Values**



**Philosophy  
Mission**

**Goals  
Strategy**

- Structures**
- Systems**
- Technology**
- Skills/Qualities**



**Individual Level**  
Role clarity  
Engagement  
Intention to stay  
(Stress)

**Group Level**  
Intra-unit teamwork  
Inter-unit coordination  
Departmental quality

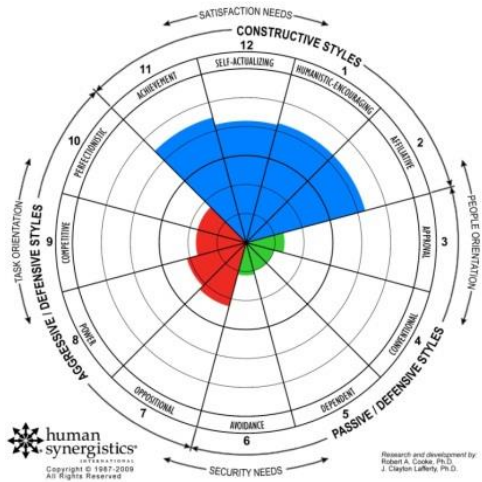
**Organizational Level**  
Product/service quality  
External adaptability

Ideal Culture		Current Culture	
OCI-Ideal		OCI	
<b>CULTURE: Espoused Values</b>		<b>CULTURE: Norms</b>	

# How Culture Works *Really*



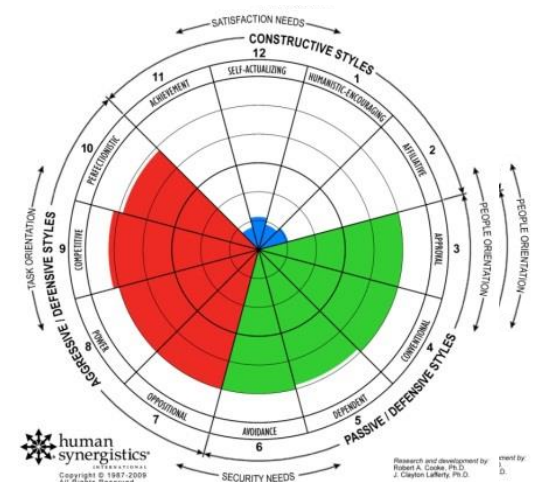
**Assumptions  
Espoused  
Values**



**Philosophy  
Mission**

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- Structures**
- Systems**
- Technology**
- Skills/Qualities**



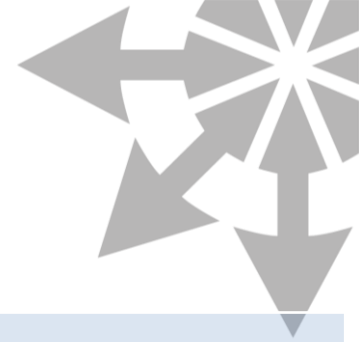
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(Stress)

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Inter-unit coordination  
Departmental quality

**Organizational Level**  
Product/service quality  
External adaptability

Ideal Culture	Causal Factors: Levers for Change	Current Culture	Outcomes
OCI-Ideal	OEI	OCI	OEI
<b>CULTURE: Espoused Values</b>	<b>CLIMATE: Perceptions</b>	<b>CULTURE: Norms</b>	<b>CLIMATE: Attitudes</b>

# Climate and Culture—in Practice



<b>Culture</b> (Ideal Culture)	<b>Climate</b> (Causal Factors)	<b>Culture</b> (Actual Culture)	<b>Climate</b> (Outcomes)
Espoused Values	Shared Perceptions	Norms	Attitudes
How we <b>should</b> do things around here to maximize effectiveness	How we <b>currently</b> do things (and how things are) around here	How we are <b>expected</b> or implicitly required to do things around here	The <b>results</b> of how we do things around here.
Members' opinions and ideas are important and should be considered	Members perceive they are involved in decisions	Members believe they are expected to openly share ideas	Members report high job satisfaction

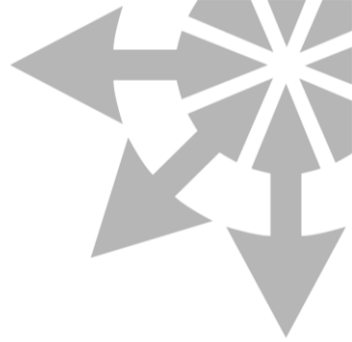
# Climate Change—Culture Change



Climate Change Theme	Climate Causal Factors	Constructive Culture Norms	Defensive Culture Norms
Involvement	Influence, Job Autonomy	↑ Achievement ↑ ↑ Self-Actualizing ↑	↓ Conventional ↓ ↓ Power ↓

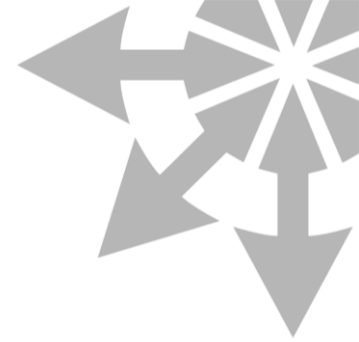


# Climate and Culture—In Conclusion



- **Climate ≠ Culture**
- **Differences:** Visibility, malleability, stability, impact
- Both influence performance—but the impact of **Culture** (norms) is more direct and stronger.
- Both **Ideal Culture** and **Climate** impact norms—but the effects of **Climate** are more direct and can be stronger.
- When the **Ideal Culture** does not drive **Climate**, a **Culture** disconnect and lower performance result.

# Climate and Culture—Recommendations



- Develop leaders to have a more Constructive impact on **Culture**.
- Help leaders change **Climate** factors (to better reflect the **Ideal Culture**) to bring **Cultural** norms into alignment with the **Ideal**.
- Sustain improvements in **Culture** over time by “vetting” subsequent changes to ensure they reinforce Constructive norms.