STRATEGIC SUPPORTIVE CULTURE

By Ca Anushri Agrawal
www.anushriagrawal.com
Anulohia.agrawal@gmail.com
Meaning of Culture
Creating a Strategy-Supportive Culture

1. Formal statements of organizational philosophy, charters, creeds, materials used for recruitment and selection, and socialization
2. Designing of physical spaces, facades, buildings
3. Deliberate role modeling, teaching, and coaching by leaders
4. Explicit reward and status system, promotion criteria
5. Stories, legends, myths, and parables about key people and events
Culture and Strategy Execution: Ally or Obstacle?

- Culture can contribute to -- or hinder -- successful strategy execution

- Requirements for successful strategy execution may -- or may not -- be compatible with culture

- A close match between culture and strategy promotes effective strategy execution
The Impact of Corporate Culture on Strategy Execution

- Supportive
- Obstructive

- Corporate Culture
- Strategy Execution

- Achieved
- Missed
- Competitive Edge
Creating a Strategy-Supportive Culture

- Strategists should strive to preserve, emphasize, and build upon aspects of an existing culture that support proposed new strategies.
- Strategies are often market-driven & dictated by competitive forces.
  - Changing firm’s culture to fit a new strategy is usually more effective than changing a strategy to fit an existing culture.

Jack Duncan Triangulation

- Obtrusive Observation
- Questionnaire
- Personal interviews

Determine firms culture changes that needs to be made
CREATE a Culture Change

- **Clarify values** and create connections between leader values and organizational values
- **Reinforce the vision** ensure that everyone in the organization is clear on vision, values and how those elements lead to success
- **Empower behaviors** aligned to values and vision, remove obstacles
- **Align conversations** up and down the organization
- **Target effort** on high impact areas, align your HR systems to your values based culture
- **Emphasize success, reward change**

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CA Anushri Agrawal