



7. Facet Live - Culture Shots

One of the many applications of Facet is its ability to provide pictures of cultures, from the whole organisation through to teams within the organisation. Using the Snapshot facility, individuals can be represented as a single data point. It is obviously impractical to overlay more than three or four Profiles so the Snapshot provides an easy way of looking at a large group of people. In terms of organisational culture, we can quantify organisations as being Power orientated, Participative, People oriented, or Process oriented. A culture will have elements of all these factors to varying degrees, but will tend to lean more strongly towards one or two of the factors. These cultural factors relate to the Facet labels that are used for talking about individuals traits.

Using the Snapshot facility to look at corporate culture allows you to better describe and understand an organisations style. This in turn will allow you to assess how you appear to your markets and whether your organisational style is suitable for the area of business that you are in. Having a clear map of your culture will allow you to decide whether any changes need to be made to the organisations culture, and if so, in what direction and what form they should take. Culture also has an important role to play in recruitment, as the best long term predictor of success is person organisation fit.

Figure 1

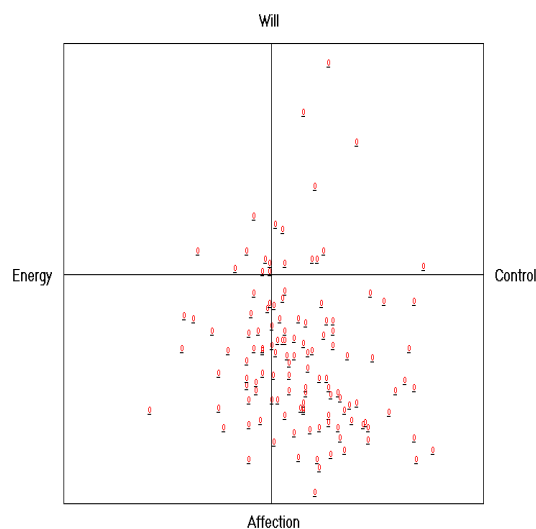


Figure 1 shows the Snapshot for an organisation in a specialist manufacturing field. The organisation was originally set up and run by Quakers, traditionally had little competition, and was the market leader. The ideals on which it was founded together with the business environment it is operating in have shaped its culture into a conservative, caring type of company, that is strict but fair, and values the welfare of its people. It also values making a worth while contribution to society, and in line with this does much to help local communities and the environment. As can be seen from the Snapshot the personnel are predominantly high Affection, high Control meaning that the organisation is People and Process orientated. Looking at the profiles of the people in the organisation is a sure indicator of that organisation's culture, since like minded people will be attracted to an organisation that they perceive will share their values. The minority that don't fit will either adapt to the company style or leave, thus an homogenous culture is maintained.

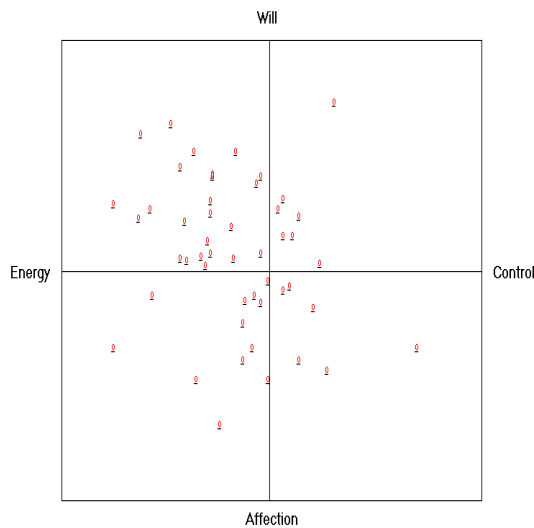
The organisation has realised in the face of increased competition that it will have to adapt its culture to become more commercially viable. To achieve this it aims to appoint to management people with higher Will and Energy than is currently the case. If enough people are appointed in this mould, this will impact upon the organisation, and shift the culture towards a less Process and more Power orientated style over time. It is important to note that those that join need only be slightly more biased toward the upper left quadrant than the existing workforce. If they were too different they would not fit well and would leave.



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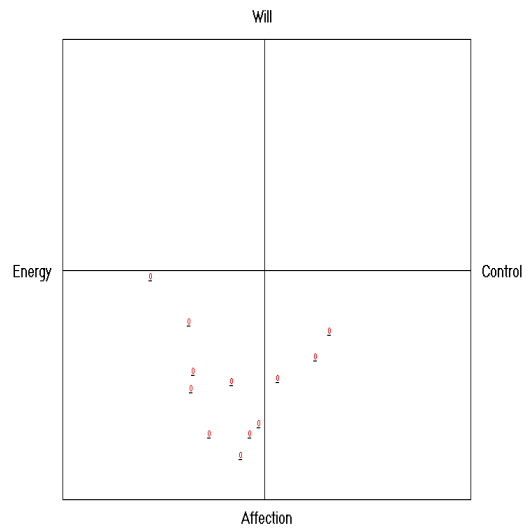
Within large organisations can often be found smaller sub-cultures, existing in departments or teams with specialist roles. Such a sub-culture can be seen in Figure 2. This shows the Sales team of a large cutting edge technology organisation. The Snapshot shows them to be an outgoing, determined and freethinking group as is demonstrated by high Energy and high Will respectively, meaning that they have a Participative, Power orientated culture with little emphasis on Process. For the job they are undertaking the Sales team map is ideal. They have to have the ability to get out there and push the new developments in technology that the organisation produces, and thus need the behavioural traits that make them confident with people and self motivated.

Figure 2



Different roles require different types of people. Figure 3 shows a Snapshot of individuals from two organisations. One organisation is a charity that cares for abused and damaged children. The other is a college of further education, and the individuals shown are lecturers in social work and care.

Figure 3



Both professions obviously require highly caring people by their very nature. The Snapshot demonstrates the high degree of Affection that exists within these two groups meaning that this reflects a heavily People orientated culture that exists within the caring profession.. Clearly Affection is a trait that is needed to be able to work in this field successfully.

This demonstrates the ease with which Facet can map organisational culture. This has both internal and external benefits. It allows you to better understand the workings of your company and the people in it, and to look at any issues between individuals and/or teams, or that have arisen out of your cultural style. As well as providing a clear graphical representation of the organisation, Facet also gives you a common language for debate, and provides a tool with which you can tie people and teams into the larger organisational structure. See yourself as others see you; by understanding your own culture you are better able to understand how you are perceived in the market place, and how better to approach your markets. If you don't consider your organisational culture, and the impact it can have, you are ignoring a vitally important component of your business.