

# Activity sheet three: See

# Activity 3 - Case Study - Communicating our values and culture

Use these activities to analyse how effectively you communicate your workplace culture, vision, and values, and to plan what you need to do to make improvements.

**Use this case study in a team meeting to get staff to think about the most effective ways to communicate in your workplace.**

Zephyr Care is a successful multi-service organisation that employs 550 staff. They offer residential and home care, mainly to older people. Their CEO, Bob, has just retired and Zephyr Care externally recruited to the post. They selected Rose as the new CEO through a thorough recruitment process to ensure that she would bring values, experience, skills and knowledge to the CEO role which aligned with Zephyr’s mission statement and business objectives.

Zephyr Care’s staff pride themselves on having a positive working culture and the organisation has a very low staff turnover. However, they’re unsettled and apprehensive about their new CEO. Bob was very popular with staff and was seen as fair and approachable with an ‘open door’ policy. Will Rose be the same kind of manager? Will she want to change things?

Rose is really pleased to be CEO of Zephyr Care - it has a very good reputation for delivering person-centred care and she wants to ensure that the substance behind this reputation is maintained. She realises that there’ll be a certain amount of staff anxiety with somebody new at the helm.

With her years of experience in the sector - she started as a care assistant and has worked her way up - she decides that one of her first priorities will be to understand the culture of the organisation and to get to know and listen to staff; to observe first-hand how they work and communicate with each other and those using Zephyr Care’s services.

She sees the staff as the organisation’s biggest asset and she thinks she needs to understand this culture and how it works before making a decision on whether anything needs to change.

* Remembering staff anxiety is quite high, if you were Rose, how would you go about seeing and understanding the culture of your new organisation?
* How would you communicate with different staff groups to understand what the culture is?
* Look at some recent communications (emails are a good example but consider verbal communications too) within your teams. What factors make good communication in your workplace culture? What are the most effective ways to communicate your workplace vision and values to different groups of your staff?