

## Activity sheet one: ANALYSING and making the case for investing in your workplace culture

# Activity 4 - Different types of culture

Use these activities at the beginning of any work you do on your workplace culture. You could do this activity with your leadership team or in a staff meeting to:

* help people to think about and understand what a workplace culture is and what it means to have a positive workplace culture
* analyse and identify the key features of a positive culture in your workplace.

It’s important to remember that one type of workplace culture isn’t necessarily better than the other – it depends on which one fits with your organisations aims and objectives. Here are some different types of culture – they don’t belong to one author but are a mix of elements to show the different types of culture that can exist.

1. **Formal, hierarchical cultures**

Systems and processes are focused on maintaining stability and success is measured by the ability to deliver predicable and maintainable outcomes.

Roles and responsibilities are formal and hierarchical, and there are clear lines of accountability from strong leadership and between departments.

1. **Permissive cultures**

Other workplaces will be almost the opposite, with less restrictive and more dynamic cultures which has leaders who are innovative and comfortable taking risks.

Staff are given freedom to think laterally and come up with new initiatives and solutions. Success is measured in growth, the acquisition of new products and being right at the forefront of their sector.

1. **Competitive cultures**

The need to compete and win, externally or internally between teams, can also drive the development of cultures. These workplaces are very outcome driven and focus on achievement in the marketplace, with powerful leaders who encourage staff to be competitive and task orientated.

They attract people who are driven by achievement and who thrive on demanding environments. Success is measured by winning, competitive positioning and reputation.

1. **Collaborative cultures**

Focus on greater collaboration between workers. They emphasise partnership working and problem solving through collective responses. These workplaces may not market themselves as aggressively or even be as successful in the marketplace as others described above, but may be a friendlier, more caring place to work

|  |
| --- |
| * Which of these cultures does your organisation feel like?
* How do you know?
* What evidence can you draw on?
* Is it the same throughout the organisation? Are there pockets of difference?
* Which would you like it to be?
* What are the challenges for you and your organisation?
* Where do the opportunities fit?

**Now create a SWOT analysis for your organisation** |

With your team use this SWOT template to identify the factors that are helpful or harmful to achieving your desired workplace culture – these might be internal or external to your organisation.

|  |
| --- |
| A positive workplace cultureOur ‘Good and outstanding care’ guide found that services with these ratings had a culture that’s fair, inclusive and transparent, for example they:* put people who need care and support at the heart of the service
* ensure managers and leaders are dedicated to delivering high quality care and support, and act upon feedback
* ensure managers and leaders are open, visible, approachable and empower others
* embed a person-centred culture of fairness, support and transparency
* ensure managers and leaders encourage and support a strong focus on inclusion, equality, diversity and human rights
* ensure the workplace culture meets the needs of people who need care and support, staff and other stakeholders
* ensure problems and concerns are always a priority and are committed to resolving them.

Download your copy of the guide at [www.skillsforcare.org.uk/GO](http://www.skillsforcare.org.uk/GO). |

**Use activity 1, 2, 3 and 4 to create an introduction to, and rationale for your Developing a Positive Culture action plan which this toolkit will support you to develop in more detail**