

The Culture Conundrum

Understanding the
Components of Culture

2025

Why do people and companies struggle with culture?

Culture Conundrum



Myths

• Culture is something a company or organization defines purposefully

• Culture is a single entity

• Culture is static

• Culture exists at the enterprise level

Truths

Culture is based on fulfillment of needs and is not designed

There are six components of culture

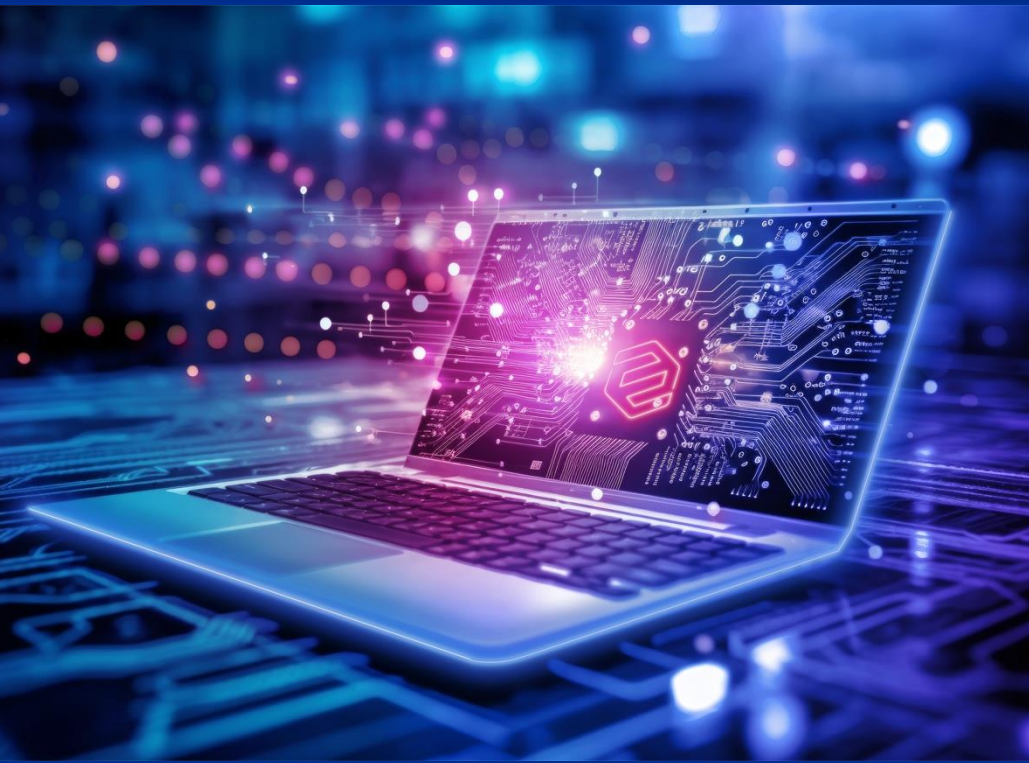
Culture is dynamic

Culture exists from individuals up to the enterprise and beyond



How do the components of culture play out in our companies?

Instruments and Institutions



Instrument: Mechanism used to fulfill a need or deliver a component of culture

- Competitive Salary (Protective)
- Teams (Organizational)
- Process (Value)
- Collaboration Tools (Interaction)
- Recognition and rewards (Spiritual)
- Measures and Metrics (Intellectual)

Institution: An instrument that exists for the sake of existing or no longer fulfills its original need

- Policies (Protective)
- Bureaucracy (Organizational)
- Approval Flow (Value)
- Return to Office (Interaction)
- Pizza Parties (Spiritual)
- Big Data (Information)

*When an organization has more institutions than instruments,
it is more likely to collapse or fail*

How do we leverage culture?

Competing Values Framework

Values: Descriptors for the summarization of your culture

People: Roles and personas you should have at the core of your organization

Practice: Activities or behaviors you should do

Purpose: Drivers and motivators for your culture

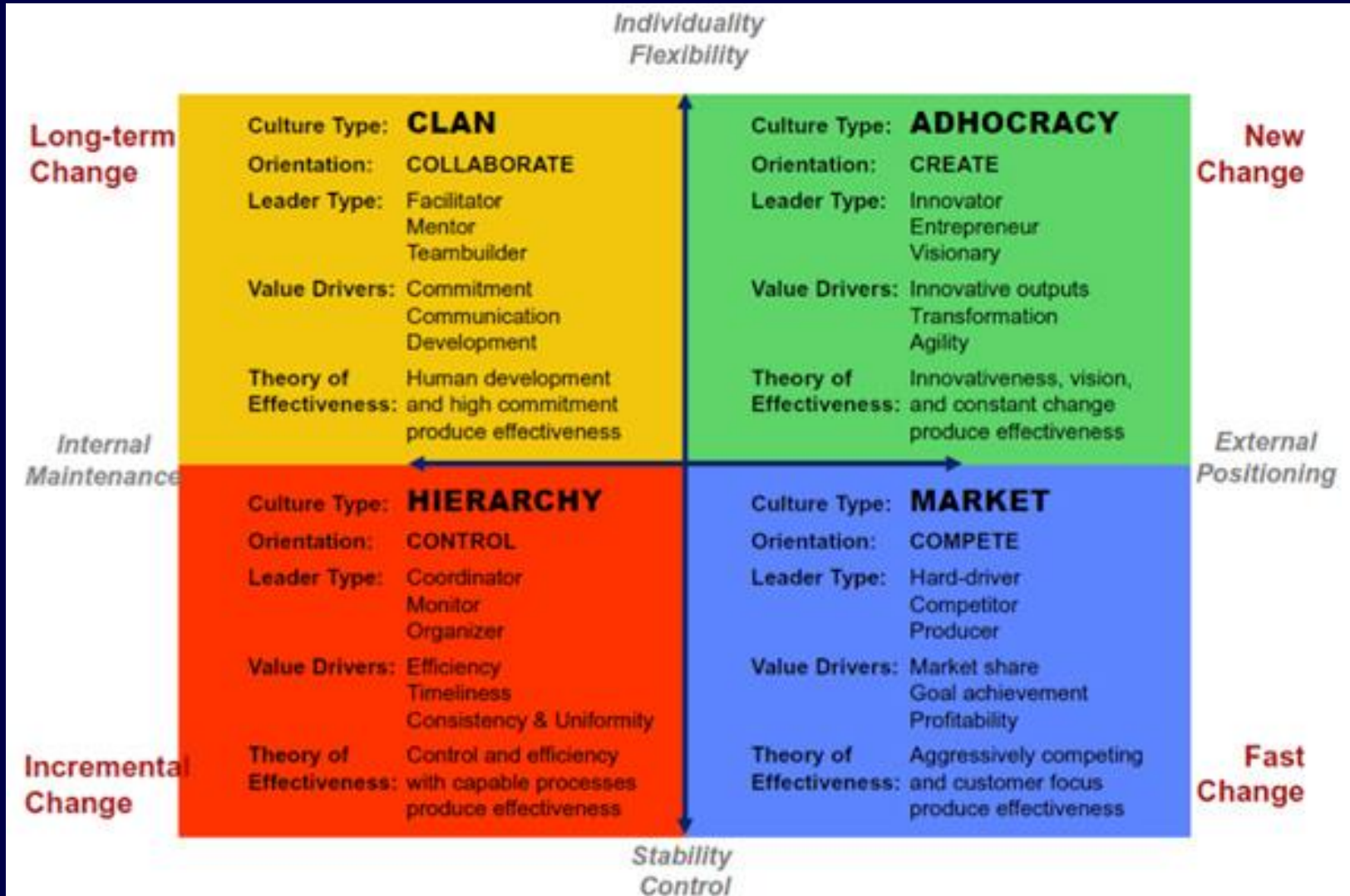
Every organization has elements of all four quadrants. Which one is dominant for you?

Competing Values Framework: The Innovation Genome



How do we make use of the CVF?

Competing Values Framework



Where do you, your team, your department, or company sit currently in the CVF?

Where do you want to be?

What barriers, risks, challenges, or roadblocks stand in your way?

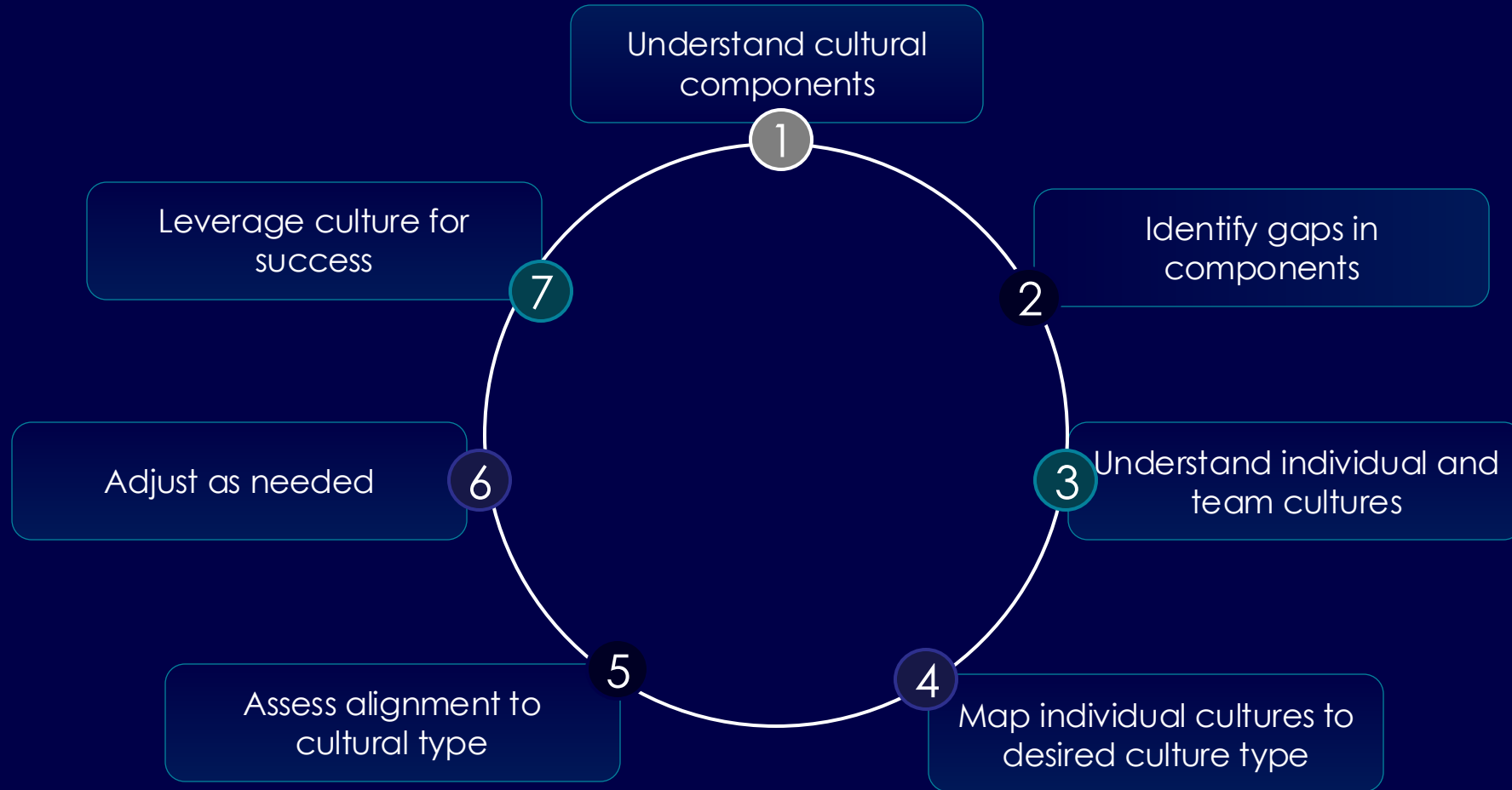
Are you building or growing your culture (inside>out) or dictating and imposing culture (outside>in)?

What adjustments do you need to make in your people, process, technology, and information or in the components of culture?



How do I make all of this work for me and my organization?

Adjusting Culture



Questions?