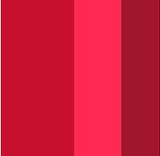




How to Build
A Resilient
Organisational
Team and
Culture

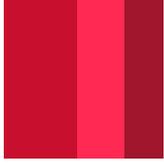
Build forward better





Contents

1	What is organisational culture and why is it important?	3
1.1	What is organisational culture?	3
1.2	Why is building a resilient culture so important?	5
2	Who is responsible for culture and who shapes it?	6
3	Key ingredients for a successful resilient culture:	7
4	How can we develop a resilient organisational culture	8
4.1	How to build a culture of recognition and appreciation	8
4.2	How to encourage employee feedback and listen	9
4.3	How to develop a culture based on learning and growth	10
4.4	How to keep culture development as a focus	11



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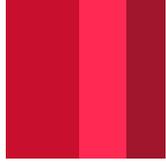
What is organisational culture and why is it important?

1.1 What is organisational culture?

Organisational culture is made up of the shared values, expectations and work practices that guide and inform all the employees of the organisation at whatever level they may be at.

Just as individuals have personalities, you could think of culture as the personality of the organisation. Just as individuals have personality traits, organisations also have traits that lead to either a positive resilient culture or a dysfunctional culture.

Building a resilient culture is about creating an environment that exemplifies positive traits, allows the organisation to overcome adversity and adapt to change faster, and constantly works towards improving performance.



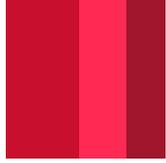
1 What is organisational culture and why is it important?

Organisational culture is made up of many different components such as:

- **Vision** - The organisation's mission and purpose.
- **Values** – The guiding values that determine the way in which people interact with each other.
- **Norms and expectations** - These may be explicit formal rules or informal unwritten rules.
- **Systems and processes** – How everyday operations are conducted.
- **Language** – Language can be formal, informal, technical, industry specific.
- **Habits** – The everyday habits of leaders, managers and employees.

Organisational culture is made up of many components and facets but a very simple definition that seems to sum it all up, can be organisational culture is:

“The way
things are
done around
here”
Deal & Kennedy 2000



1 What is organisational culture and why is it important?

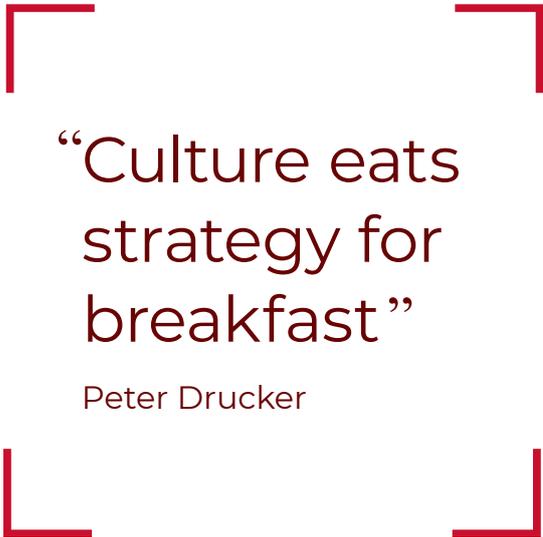
2.2 Why is building a resilient culture so important?

1. A key differentiator in retaining talent.

In an ever increasingly competitive business landscape, culture can be a key differentiator when it comes to attracting and retaining talent. A positive culture has a massive role to play in how people feel about their work and how long they stay with a particular organisation or business.

2. Culture impacts employee performance and ultimately the bottom line.

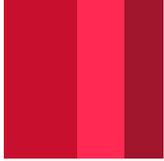
Many research studies have shown that employees that are happy at work, engaged and ultimately aligned with the organisation's culture are ones that positively impact and make a difference to the bottom line.



“Culture eats
strategy for
breakfast”

Peter Drucker

If they are disengaged, apathetic, misaligned to the vision and goal of the business then, an organisation stands very little chance of implementing its strategy.



2

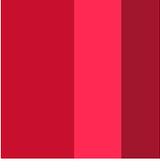
Who is responsible for culture and who shapes it?

Top-down culture

Leaders play a massive role in shaping the culture of an organisation. Organisational culture has often been referred to as the shadow of the leader. This is the idea that what a leader within an organisation does and says has a massive impact and influence on how the employees within an organisation act and behave.

Bottom-up culture

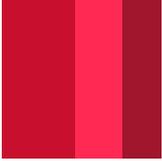
Another view is that culture is shaped by the actions and behaviours of the employees; the culture is the people. Regardless of whether we are leaders at the top of our organisation or employees at any level, we all contribute to the collective culture and have some level of influence on the culture of the organisation.



3

Key ingredients of high performing resilient cultures

1. Alignment
2. Appreciation
3. Trust
4. Performance
5. Resilience
6. Teamwork
7. Integrity
8. Innovation
9. Psychological safety

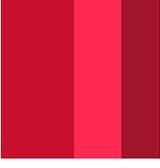


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How can we develop a resilient organisational culture

4.1 How to build a culture of recognition and appreciation

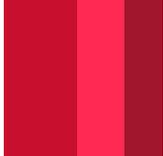
1. **Regular recognition** – Make recognition a regular occurrence, not just something that is only reserved for major milestones.
2. **Monetary and social recognition** – Have systems in place that reward work and achievements from a financial standpoint, but social recognition is also important and can come in a variety of forms.
3. **Align recognition with values and specific actions** – Once you are clear about what your values are, then recognise employees who demonstrate those values.
4. **Train your leadership to recognise** – Your leadership must play a key role in establishing a culture of recognition, they are the cultural trendsetters so train them to be great at recognition.



4 How can we develop a resilient organisational culture

4.2 How to encourage employee feedback and listen

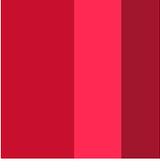
1. **Gather feedback** – Whether it is through surveys, networking, forums, or workplace check-ins, it is about using the right tools, both tech-based and non-tech-based, that can enable employees to express themselves easily and openly.
2. **Analyse and act** – Once you have gathered the feedback, it is very important to look at it and take note of what is working and what isn't working within your organisation. You must act on those findings otherwise feedback might be perceived as just a tick box exercise.
3. **Develop coaching skills** – Training leaders and managers with coaching skills can be a powerful way of developing a culture where employees feel like they can be open and share their thoughts and feelings. Being a coach is all about listening, questioning and picking up on verbal and non-verbal cues.



4 How can we develop a resilient organisational culture

4.2 How to develop a culture based on learning and growth

1. **Train soft skills** – As well as training on technical aspects of how to do a job better, soft skills training can really benefit a team as well as individuals in the business.
2. **Develop your leadership** – Making sure that your leaders emulate the organisation's values in everything they do. Leaders are the cultural ambassadors of the organisation, they should regularly be discussing culture and values in a transparent way that builds trust.
3. **Invest in ongoing training opportunities** – When you have people constantly developing themselves, both personally and professionally, it benefits the organisation and sends a message that as an organisation you care about their long term career development.



4 How can we develop a resilient organisational culture

4.3 How to keep culture development as a focus

1. **Interview for cultural fit** – When hiring people, ask questions based on cultural fit, finding out what is important to them and why they are attracted to your business. Be warned though, this shouldn't be the be-all and end-all, as diverse perspectives can also benefit the culture.
2. **Let culture show up in actions** – The mission statement or values is a great starting point but to really bring those words to life they need to embed into how things are done, from recruitment, HR policies, benefit programmes and every aspect of the organisation. Centre your systems and processes around your values.
3. **Continuously build a harmonious team** – A resilient team and workplace culture is one that can handle adversity and that happens when there are strong connections between team members. Collaboration, teambuilding, social events outside of work, and volunteering opportunities can all help foster better connections between people.

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To find out how we can help you build forward better, just get in touch.

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