# **How to Assess Culture**

## **Artefacts**

Outward manifestations, buildings, furnishings, objects, settings, PR, high-profile symbols, rituals, Mission, stated values, technology

#### **Behaviour**

The enacted values in the day-to-day behaviour of individuals; the unwritten rules, norms and habits that constrain action and relationships

### **Mindsets**

Basic assumptions. A coherent set or framework of beliefs constituting a particular world view or mental model

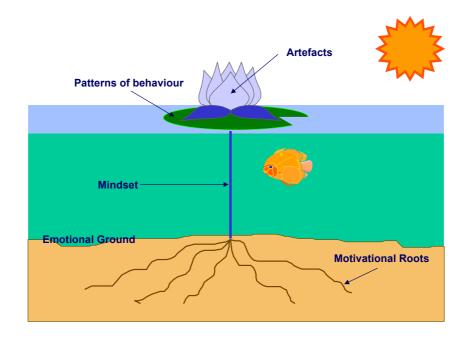
### **Emotional Ground**

Mostly unconscious emotional states and needs that create a well spring that ultimately drives action, reaction, motivation and change

#### **Motivational Roots**

The basis aspirations and purpose of the organisation and its alignment or nonalignment to the aspirations and motivations of the different individuals and groups within the organisation

# The Lily Pad Model of Culture



A pictorial way to represent culture is to think of it like a lily pad on a pond. What's visible above the surface is the artefacts – the symbols – and the behaviour you see enacted. The deeper levels are the mindset – assumptions and beliefs – represented by the stem, leading down to the murkier depths of the emotional ground, and finally the motivational roots.

This analogy helps people understand that there are different levels to culture which organisational change can impact in different ways. This can result in mismatches between levels which block or impede change. The summary slide overleaf shows how change needs to be managed at different levels to ensure real lasting change will take place. This is why it's important to identify levels, where they mismatch and how to address changing deeper levels of culture. As in the lily pond the deeper levels are hardest to see, or get your hands on, but they do have a significant impact. They are also most likely to resist imposed change but can be unblocked by raising awareness to them, and raising commitment to change.