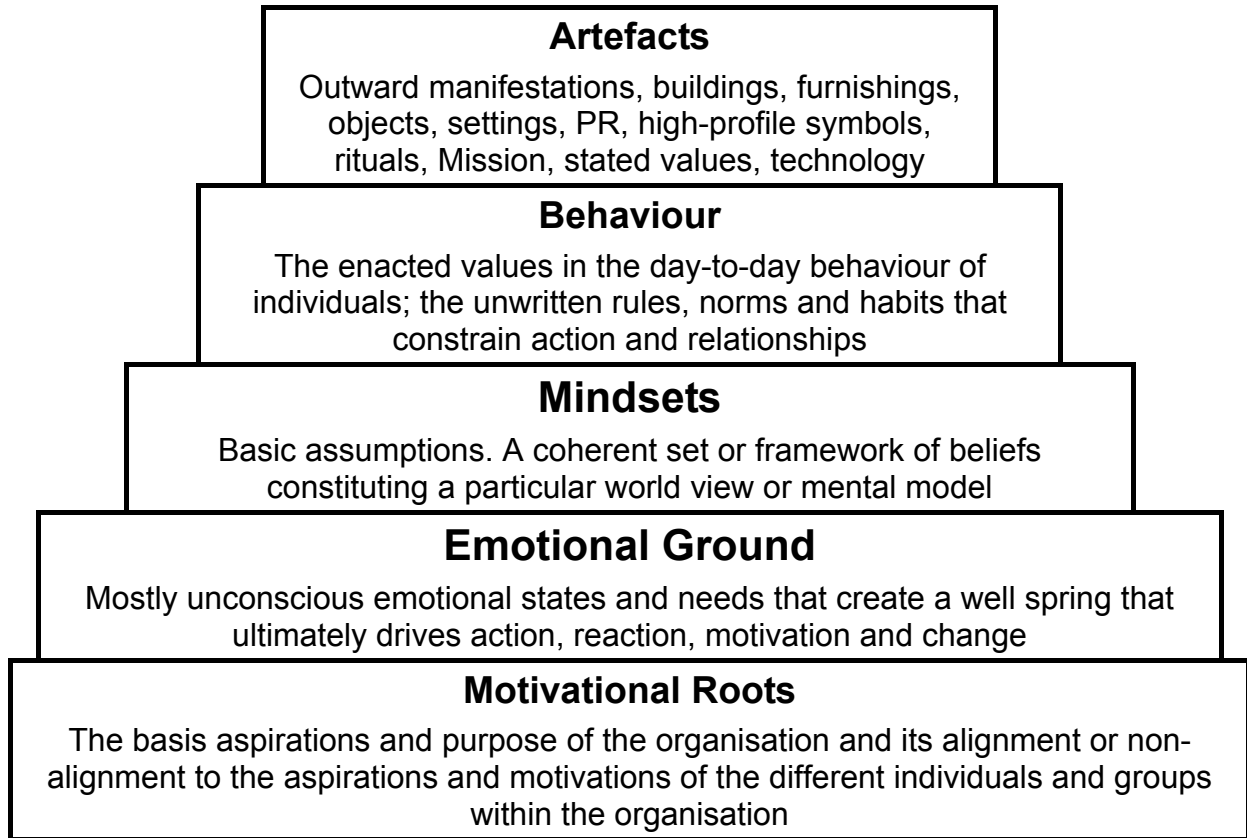
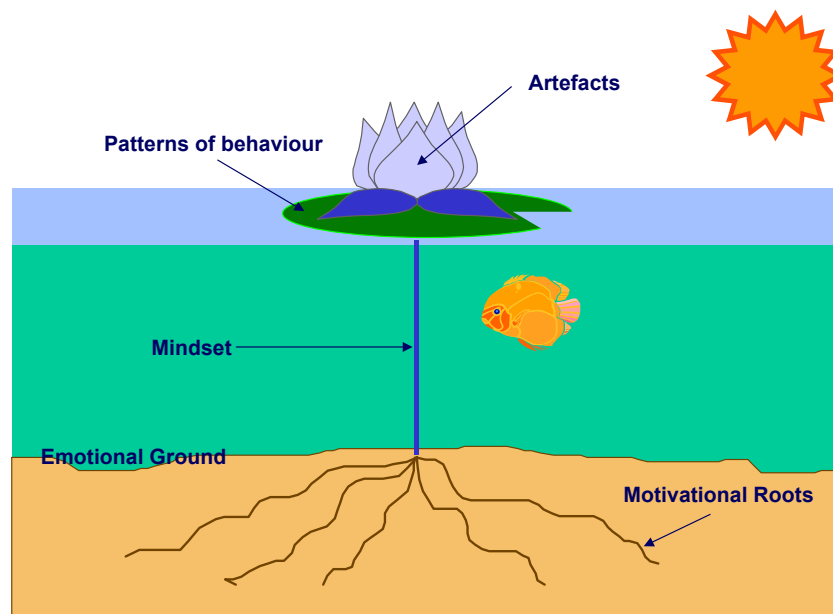


How to Assess Culture



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.