

HAVINDER &
CARLSTRÖM

organisationspsykologer

Is there a place for organizational culture in OBM?

SWOBM Conference, Stockholm

August 18th 2018

Presenters

Marlies Hagge, Berlin; Germany

Marco Tagliabue, Oslo; Norway

Martin Carlström (Chair), Lund; Sweden

Conference philosophy

- The format of the conference includes contributions from all participants actively sharing methods, experiences, and giving feedback
- 3 prepared presentation, expressing different perspectives on the topic
- The possibility to share your own examples
- Discussion and conclusion

Today's agenda

- Introduction to subject (Martin - 10 minutes)
- Presentation nr 1 (Martin - 15 minutes)
- Feedback & Questions presentation 1 (5 minutes)
- Coffee break (15 minutes)
- Presentation nr 2 (Marco - 15 minutes)
- Feedback & Questions presentation 2 (5 minutes)
- Presentation nr 3 (Marlies - 15 minutes)
- Feedback & Questions presentation 3 (5 minutes)
- Pick out question for discussion (10 minutes)
- Sharing experiences & discussion (40 minutes)
- Wrap up (10 minutes)



The pink unicorn?

Defining OC as a behaviorist

”Organizational culture is a pattern of behaviors that is reinforced or punished by people and systems over time.”

clg.com

”The way we do things around here”

Krapfl & Kruja, JOBIM, 2015

The fake unicorn



Change, but not just to a single problem

OC as means-to-end, core values like success & wellbeing

OC as Identity and Organizational DNA

OC as a "brand" that stands out

A pragmatic view

” I started to talk about organizational culture as a global process that influence people to act in a, for the organization, beneficial way”

Starting the project

A need to work with a more abstract level of description of behaviors than the specific level

Competence: "A learned ability to adequately perform a task, duty or role"

Roe, 2002

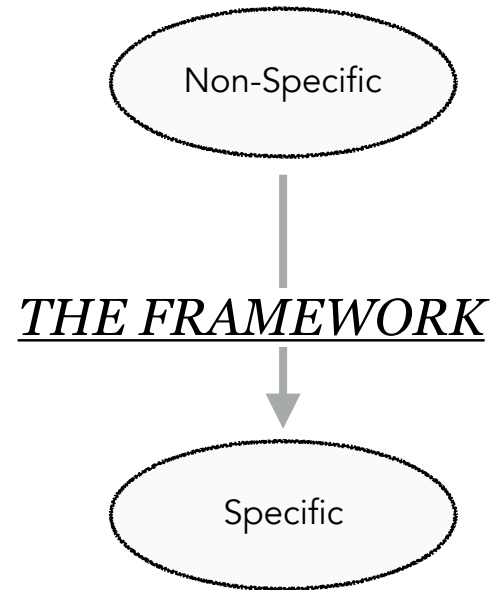
What I did

Pointing out the direction: *If you were to recruit a person to your position what personal competencies would be most desired?*

Giving examples of behaviors: *What are typical behaviors of a person with the desired competencies (behavior, situation)?*

Pin-pointing behaviors: *semi-annually performance reviews focusing on prospective behaviors rather than retrospective results*

Make it Happen: *1-on-1 talks focusing on follow up/feedback/positive reinforcement of key-behaviors. (Peer-to-Peer feedback?)*



Competencies

Teamwork

Puts effort into tasks that help the team reach its goals. The person is adaptable in interaction with other people, is able to set his/her own priorities aside to facilitate common tasks. The person is willing, by investing time and resources, to help other people in their process to reach common goals. The person is willing to share information and is also open to receive help and information from others. The person values other peoples input and shows appreciation when receiving support

Övertygande

Är energisk och drar till sig uppmärksamhet genom sitt professionella sätt att kommunicera. Har en förmåga att lägga fram sitt budskap på ett sätt som framstår som attraktivt för åhöraren. Använder flera olika strategier för att få fram sitt budskap. Klarar av att argumentera för sin sak utan att skapa konflikt.

Nätverksskapande

Söker upp mötet med andra människor och har lätt för att skapa nya affärskontakter. Upplevs som förtroendeingivande och är duktig på att lyssna och visa ett genuint intresse. Är skicklig kommunikativt och har lätt för att uttrycka sin ståndpunkt på ett behagligt sätt. Är aktiv i relationen och ser till att hålla kontakten med personer i nätverket. Kan hantera ett stort antal kontakter och använder sitt nätverk på affärsmässigt sätt för att utbyta information eller göra affärer.

Kundfokus

Är aktiv gentemot sina kunder och håller en kontinuerlig kontakt. Skaffar sig stor kunskap om sina kunder. Är intresserad av kundens behov och engagerar sig för att förstå. Försöker hitta lösningar och förslag som är till fördel för kunden. Kan i interna diskussioner lyfta fram kundens behov och förslag på hur man kan möta dessa. Upplevs som genuint engagerad av kunder.

The Framework

Teamwork

Puts effort into tasks that help the team reach its goals. The person is adaptable in interaction with other people, is able to set his/her own priorities aside to facilitate common tasks. The person is willing, by investing time and resources, to help other people in their process to reach common goals. The person is willing to share information and is also open to receive help and information from others. The person values other peoples input and shows appreciation when receiving support

Typical behaviors	Typical situations

What is needed?

1. Elementary knowledge of behavior for everyone
2. Knowledge in the science of behavior for managers
3. Training in goal-setting, feedback and 1-on-1 talks for managers
4. Everyone gets 1-on-1 talks, even managers
5. Performance management processes aligned with the framework
6. Continuously introducing new managers to 2 & 3
7. Bi-yearly revision of the framework

Possible questions for discussion

- **Is it meaningful for an OBM consultant to talk about Organizational Culture?**
 - How can the concept be operationalized?
 - What methods can be used to influence culture?
 - How can organizational culture be measured?

Contact - information

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References

Roe, R.A. (2002). What makes a competent psychologist? *European Psychologist*, 7, 192–202

Krapfl, J.E. & Kruja, B (2015) Leadership and Culture, *Journal of Organizational Behavior Management*, 35:1-2, 28-43