SKAA110
Develop the culture of your organisation(SQA Unit Code-DR4J 04)

Overview

Every organisation, whatever its size or history, has a culture (simply defined as `the way we do things around here'). The culture of an organisation is based on assumptions and values about organisations, working life and relationships. These values influence the way people behave towards each other and customers, and how they relate to their work. There may be no such thing as a `right' or `wrong' culture. However, the culture of an organisation has to be in line with its overall vision and strategy. If culture and strategy do not match, it's unlikely the vision will be achieved.

For the purposes of this unit, an `organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

The unit is recommended for managers and senior practitioners in the outdoor sector.

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Performance criteria

You must be able to:

P1   agree values and assumptions that encourage behaviour that is consistent with your organisation's overall vision and strategy and the needs and interests of key stakeholders

P2   make sure your personal behaviour, actions and words consistently reinforce these values and assumptions

P3   communicate agreed values to people across your organisation and motivate them to put these into practice

P4   put in place policies, programmes and systems to support agreed values

P5   counter messages that conflict with agreed values

P6   continuously monitor and adjust values and assumptions, and the way they are applied

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Knowledge and understanding

You need to know and understand:

Understanding of principles and methods

K1   the concept of culture as applied to organisations

K2   different definitions of organisational culture

K3   the importance of values in underpinning individual and organisational performance

K4   internal and external factors that influence organisational culture, including national cultures

K5   different types of organisational culture

K6   the relationship between organisational culture, strategy and performance

K7   the principles and methods of managing culture change within organisations

You need to know and understand:

Understanding of own sector

K8   legal, regulatory and ethical requirements in your sector

K9   dominant types of organisational culture in your sector and their strengths and limitations

You need to know and understand:

Understanding of own organisation

K10 your organisation's vision and strategy

K11 current organisational culture

K12 values, assumptions and behaviours that are consistent and inconsistent with your vision and strategy

K13 needs and interests of key stakeholders

K14 effective methods of communicating values, and supporting the way they are applied in your organisation

K15 effective ways of dealing with messages and behaviour that conflict with agreed values and assumptions

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Additional Information

Behaviours

1. You constructively challenge the status quo and seek better alternatives
2. You find practical ways to overcome barriers
3. You show an awareness of your own values, motivations and emotions
4. You show empathy with others' needs, feelings and motivations and take an active interest in their concerns
5. You make time available to support others
6. You clearly agree what is expected of others and hold them to account
7. You create a sense of common purpose
8. You deploy a range of legitimate strategies and tactics to influence people
9. You recognise the opportunities presented by the diversity of people

Skills

1. Thinking strategically
2. Leading by example
3. Learning
4. Managing conflict
5. Communicating
6. Valuing and supporting others
7. Monitoring
8. Motivating
9. Building consensus
10. Influencing and persuading

Links to other NOS

This unit is the same as Unit B9 from the Management Standards Centre's suite of National Occupational Standards.

This unit is linked to a number of units in the overall suites of National Occupational Standards for Management and Leadership, particularly B7 Provide leadership for your organisation, C3 Encourage innovation in your organisation, C4 Lead change, C5 Plan change, E7 Ensure an effective organisational approach to health and safety and F10 Develop a customer-focused organisation.

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