

CULTURE AND WORK CLIMATE




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An Extract From The Book 'Think About It', By: **Mosi Dorbayani**

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University of Salford, Practice as Research Center of Excellence - PaR

 / 0000-0002-8362-1034

Clearly, the board of directors and the Chief Executive have the greatest influence on the culture of an organization. And culture here means the way of life at work, the working climate or 'how things are done around the organization'.

Whether on the board or not, the Head of H.R. and Personnel can have a cultural influence as much as any other directors. This influence can come in the following ways:

- Ensuring that the values of the organization and the bedrock principles on which it rests, are articulated, interpreted, communicated and understood well by the entire workforce.
- Reinforcing the ethos of quality, continuous improvement, innovation, and customer service through as many as employee's communication channels available.
- Promoting an enabling working climate and conditions that facilitate flexibility, such as child care support, parental leave, part-time working arrangements, flexible hours and even career breaks.
- Advising the top management team of the signals that they are sending out with every part of their behaviour. How these signals are being interpreted and how to ensure they are always positive.
- Advising on how best to manage the change process, focusing on change in behaviour and facilitating the change through training, performance management, team-building and rewards system.