Develop your organisation's values and culture

Overview

This standard is about developing your organisation's values and culture. You develop your organisation's values and culture, agreeing these with colleagues, team members and stakeholders. You formulate cultural policies, programmes and systems and communicate the values across your organisation. You role-model your organisation's values in the way that you behave, encouraging colleagues to demonstrate the values in their work behaviours too. The standard also includes challenging behaviours and messages that conflict with the agreed values and reviewing the values to understand how they work in practice.

This standard is for all managers and leaders.

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Performance criteria

You must be able to:

1. engage colleagues, team members and other stakeholders in developing your organisation's values and culture in line with the organisation's vision and strategy
2. agree values consistent with your organisation's overall vision and strategy and the needs and interests of stakeholders
3. identify the behaviours expected of colleagues and team members aligned with its culture and values
4. communicate the agreed values to colleagues and team members across your organisation
5. encourage colleagues and team members to act in ways consistent both with organisational values and with their culture of origin
6. formulate policies, programmes and systems to support the agreed values
7. support colleagues and team members to demonstrate the values in their work
8. demonstrate awareness of your own values, motivations and emotions
9. identify colleagues' and team members' needs, feelings and motivations and take an active interest in their opinions
10. role-model organisational behaviours and values to inspires colleagues and team members to show respect, helpfulness and cooperation
11. monitor the way values are applied at work
12. challenge behaviour and counter messages that conflict with the agreed values

13. review your organisation's culture and redefine or reinforce values

14. follow, and ensure others follow, legal requirements, industry regulations, organisational policies and professional codes

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

1.   how to engage colleagues and team members in your organisation and other key stakeholders in developing your organisation's values and culture

2.   the concept of culture as applied to organisations

3.   the importance of values in underpinning individual and organisational performance

4.   the internal and external factors that influence organisational culture, including national cultures

5.   the different types of organisational culture, their features and benefits

6.   the relationship between organisational culture, strategy and performance

7.   the principles and methods of managing culture change within organisations

Industry and sector specific knowledge and understanding

8.   the legal, organisational, codes of practice and policies relevant to your role and the activities being carried out

9.   the types of organisational culture in your sector and their strengths and limitations

Context specific knowledge and understanding

10.   the cultures of your workforce and the implications of these for organisational culture

11.   your organisation's vision, strategies and current organisational culture

12.   the organisational values, assumptions and behaviours that are consistent and inconsistent with your vision and strategy

13.   the methods for communicating values, and supporting the way they are applied in your organisation

14.   the ways of dealing with messages and behaviour that conflict with agreed values and assumptions

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Skills

1. Building consensus
2. Communicating
3. Empathising
4. Influencing
5. Leading by example
6. Managing conflict
7. Monitoring
8. Motivating
9. Persuading
10. Reviewing
11. Role-modelling
12. Thinking strategically
13. Valuing and supporting others

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