

## Strengthening your Organization's Culture

*Leveraging Culture to Drive Strategy*

A healthy culture has many outcomes, including innovation, greater productivity, collaborative team environments and better retention. But while the outcomes of culture are manifested throughout the organization, the power to influence or strengthen culture resides primarily at the top.

This advanced-level program identifies the necessary factors and best practices that make organizations special, unique, and fully capable of executing the organization's strategy. Explore the most effective leverage points for maintaining your culture's strengths and nudging it forward. Clarify and deliver a riveting vision, engage others to commit to the organization's ultimate purpose, and live the core values the company purports to uphold. Advance the organizational vision while creating a great place to work.

To maximize the power of your culture, you will develop a plan that includes specific action steps to include your people, honour the legacy that brought your company to where it is, and optimistically forge ahead to be more competitive and productive.

### Takeaways

- Clarify your organization's culture and identify what makes it distinctive
- Analyze the layers of culture and harness their power
- Leverage culture as a leadership tool to attract and retain the best talent
- Ensure that culture aligns with the company's strategy and vision
- Identify blind spots that may hinder your company's ability to flourish
- Map out a plan to enhance and perpetuate your culture
- Identify and provide what your people need in order to gain commitment
- Communicate what your company does, whom it serves and the way it needs to operate to compete and/or succeed
- Help your organization become a better place to work

## Program Content

- The nature of organizational culture, and why it matters
- How culture is formed and maintained
- What makes people want to join an organization, what makes them leave, what makes them not leave and what makes them want to stay
- Clarifying your organizational mission, vision and values, and communicating them in a way that enables people at all levels to understand and commit to them
- Identifying the assumptions, beliefs, values and artifacts of your organization's culture
- Evaluating the three main pillars of your organization's leadership philosophy
- Assessing your organization for the recommended attributes of a healthy culture, and taking action to close any existing gaps
- Aligning culture to support and execute the organization's strategy and purpose
- Developing a plan to augment, leverage and sustain your culture's strengths
- Including people in delivering an inspiring vision and compelling purpose
- Why it's OK not to be on the list of so-called "Best Companies..."

## Audience

This advanced-level program is well suited to organizational executives and senior operational leaders, as well as to those in senior leadership positions within a large department. It is also designed for executives or directors of smaller organizations, especially those with limited HR representation. As culture is a large-scale dynamic, we recommend that multiple senior leaders from your company attend together.

*Please note:* the program presumes a certain level of influence and decision-making capacity within the organization. Therefore it is not appropriate for supervisors, junior managers or administrative support staff. It is also not recommended for experienced HR professionals.

## Program Leader

**Tracey Gurton** is a faculty member at the UBC Sauder School of Business. She has more than 18 years of experience teaching MBA, MM and BCOM programs in the areas of organizational culture, leadership, emotional intelligence, managing change, and trust on teams. She also delivers professional development programs to executives and managers in private and public organizations, with the objective of helping companies be a better place to work. Recognized for teaching excellence, she believes that a paramount responsibility in teaching, speaking, facilitation and consulting is to bring theory to life with practical examples and experiences.

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