## **Designing & Creating A Culture That Works**

## **OBVIOUS and TANGIBLE**



# VALUES

 Testable in the physical environment
 Testable only by social consensus

 Stated
 Acted On

# BASIC ASSUMPTIONS

- About the environment
- About reality, time and space
  - About human nature
  - About human activity
  - About human relationships
    - About our future
    - About our past

## ARTIFACTS

Artifacts stand out. They are symbols of culture that are structured into our physical and social environment and daily interactions. What we wear, the language we use, our daily routines. Artifacts are the most tangible, visible, identifiable and thus measurable and "designable."

#### VALUES

Values are the second and deeper level of corporate culture. Values reflect the beliefs of what should and should not be. Values are often articulated or represented e.g. norms or ground rules Espoused values are what we SAY we believe in. Enacted values are reflected in our behaviors and in the choices we make.

### **BASIC ASSUMPTIONS**

Basic Assumptions are the third and deepest level of organizational culture. They are the deeply held, often UNCONSCIOUS beliefs of the members that drive the way people think and act. Our lack of awareness makes assumptions difficult to "see", discuss or change.

## CLOAKED, SUBTLE and INTANGIBLE