



Workplace Culture by DESIGN®

Building the LYNCHPIN needed for a high performing organisation



PURPOSE INSPIRES – VALUES GUIDE – CULTURE DEFINES



"The cultural change that has taken place across Lincolnshire County Council, cannot be underestimated. The use of the DESIGN and Unwritten Rules concept has given staff the opportunity to influence a change in behaviour"

Ruth Regan – Investors in People Accreditor



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(Lynchpin Solutions is a trading name for Lynchpin and Associates
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Foreword

It has become increasingly more important for businesses and organisations to have a workplace culture that supports the achievement of high performance and building a positive reputation, whilst having employees that feel connected to their colleagues and to the company's purpose and core values.

Culture has become more in focus over recent times and is seen as critical to business success. Changing a culture (and the behaviours associated with it) that has existed and been re-enforced over time is not only exceptionally challenging for the whole organisation but also for the teams and individuals that are affected. Behaviours and attitudes have become 'normalised'.

Our experience has highlighted to us that building a positive culture cannot be a top down set of instructions, but the involvement of teams and individuals in 'designing' the workplace culture required for the future. This meets with significantly less reluctance to change but increasingly achieves higher levels of engagement and ownership as employees work collectively to deliver their workplace culture aspirations.

This booklet provides the reader with an overview of our Lynchpin Solutions 'Culture by DESIGN' methodology. It helps build a workplace culture holistically, ensuring it aligns with the business purpose and core values whilst engaging all employees in the journey.



Richie & Anne
Directors - Lynchpin Solutions

Our 6 step culture by DESIGN[©] approach



Define the culture for the future you need for success and identify your critical cultural characteristics



Explore how your current culture stands against your future ambition



Surface the unwritten rules that lie below the surface and shape your cultural norms



Integrate your cultural ambitions across the organisation



Grow your cultural advocacy



Normalise the more 'beneficial' unwritten rules

Define the culture for the future you need for success and identify your critical cultural characteristics

Having a clear vision of what the workplace culture needs to be in the future and the working environment you want all employees to experience, provides a solid basis from which to build. We like to call this ‘the development of the lyrics to the cultural song sheet.’ Once everyone knows what the lyrics are, it matters little in what tempo they sing the song or what language. The cultural rule is simply not to change the lyrics.

Lyrics for this cultural song sheet are based on:

- Clarity of the purpose of the organisation that should engage and inspire all employees
- Core values that guide employees when making decisions, building relationships, and solving problems
- Understanding of the critical cultural characteristics (3C’s) that must be in place

The workplace culture song sheet provides clarity, continuity, and guidance regardless of how many potential subcultures that exist within the organisation.

Explore how your current culture stands against your future ambition

Culture is simply defined as ‘the way we do things around here.’ Understanding how employees perceive the way you currently do things against what you want them to experience in the future is critical. We will conduct a cultural perception assessment related to your critical cultural characteristics to gain that understanding.

Surface the unwritten rules that lie below the surface and shape your cultural norms

Our cultural perception assessment, supported by structured engagement activities with employees, will surface the unwritten and largely unspoken rules that are operating below the surface in the workplace. They are the disconnects between professed values and actual practice and are not always visible within the workplace. These unwritten rules are the most powerful determinants of how people work together and the results they produce. The assessment will quantify whether individual unwritten rules are either harming the organisation, are beneficial or really have insignificant impact. This helps to target cultural improvement areas.

Integrate your cultural ambitions across the organisation

Workplace culture is the lynchpin needed for organisational success. It is the most significant cog in a complex machine. Ensuring that the culture is integrated and is positively impacted by or impacts on the key enablers of the business (below), is a critical success factor:

- Your customers experience
- Your people
- Your way of working
- Your leadership and management
- Your vision and strategies

Grow your cultural advocacy

Advocacy is a process of supporting and enabling people to express their views, thoughts, and concerns. Cultural advocacy is about keeping culture at the heart of the organisation's conversation through engagement. Our 'cultural advocate' offering provides individuals with an easily understandable and practical insight into what culture is and how they could maintain the cultural conversations in their workplace. Our leadership and management seminars encourage reflective thought about their role and impact on 'the way things are done around here'.

Normalise the more 'beneficial' unwritten rules

Normalising the more positive, beneficial unwritten rules refers to the social processes through which positive and acceptable behaviours, ideas and actions come to be seen as normal or natural in the workplace. Unwritten rules cannot be changed by written ones but through the development and embedding of more positive unwritten ones. Leaders, managers, and non-managers will all need to play their part, supported by effective policies, procedures, and processes, which creates a workplace environment for this to happen.

“I would thoroughly recommend Richie and Anne and their approach to understanding and improving culture. They helped us see improvement year on year”

Maureen Ward, Fife Council

“Lynchpin demonstrated their effectiveness in improving staff engagement and the organisations culture using it's culture by design approach”

Investors In People, Central England

“A great day and great learning to take back to the office – I'm definitely motivated to help us take our culture forward”

**Cultural Advocate Training attendee,
Care Inspectorate of Scotland**

“At a time where Policing is under intense pressure, the work of Lynchpin has seen Lincolnshire Police recognised nationally for our work in improving culture through our fruitful partnership with Richie and Anne”

**Assistant Chief Constable Chris Davison,
Lincolnshire Pollice**



"Over the past three years Lincolnshire Police have worked closely with Lynchpin embarking on a cultural journey, delivering a truly values based organisation. Richie and Anne have helped to improve our understanding of our internal cultures, building a comprehensive 'cultural assessment' to inform our direction, introducing cultural advocates across Lincolnshire Police and bringing to life the unwritten rules that exist in every organisation. Through this work we have created an environment where people are empowered to speak up and make change themselves, to support others and respect difference and embrace diversity in all walks of life. People are encouraged to try new ideas without fear of failure, to challenge things that are wrong or don't work and to continually seek to make Lincolnshire Police better in everything we do. All of this is translated in to improved outcomes, improved attendance and retention and a better place to work. It has been a pleasure working with Richie and Anne who bring real expertise to the table and have, without doubt, made a positive contribution to Lincolnshire Police"

Chris Haward, Chief Constable, Lincolnshire Police, November 2023

Are you interested in finding out if our totally bespoke

CULTURE BY DESIGN[©]

methodology could work for you?

Please contact Richie and Anne for more details

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