

# **THE CULTURAL WEB: USEFUL QUESTIONS TO TRY IN YOUR OWN SETTING**

## **Stories**

What core belief do the stories in my place reflect?  
How pervasive are these beliefs (through the levels of the organisation)?  
Do stories relate to: strengths or weaknesses? successes or failures?  
conformity or mavericks? Who are the heroes and villains?  
What norms do the mavericks deviate from?

## **Routines and rituals**

Which routines are emphasised in my organisation?  
What behaviour do routines encourage? Which would look odd if changed?  
What are the key rituals? What core beliefs do they reflect?  
What do training programs emphasise?  
How easy are the rituals/routines to change?

## **Organisational structures**

How mechanistic/organic are the structures in my organisation?  
How flat/hierarchical are the structures? How formal/informal are they?  
Do structures encourage collaboration or competition?  
What types of power structure do they support?

## **Control systems**

What is most closely monitored/controlled in my organisation?  
Is emphasis on reward or punishment? Are there many/few controls?  
Are controls related to history or current strategies?

## **Power structures**

What are the core beliefs of the leadership in my organisation?  
How strongly held are these beliefs (idealists or pragmatists)?  
How is power distributed in the organisation?  
What are the main blockages to change?

## **Symbols**

What language and jargon are used in my place of work?  
How internal or accessible are they?  
What aspects of strategy are highlighted in publicity?  
What status symbols are there? Are there particular symbols which denote the organisation?

## **Overall**

What is the dominant culture? How easy is this to change?