

Cultural Artefacts:

Our organisation's culture shapes the way do things - how we convene, behave, recruit, programme, collaborate etc. Understanding our organisation's culture helps us to identify the habits & norms that are getting in the way

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There are many different ways of exploring our organisation's culture. We're suggesting Edgar Schein's levels of Culture.

Artefacts - what we can see (flexible working, communal spaces, signs, images, recycling stations, donation stations, children's play area, community spaces)

Espoused values - what we say (values, mission, vision, what we state in our recruitment packs, websites)

Underlying assumptions - what we unconsciously believe. The things an organisation has learned to believe so strongly that they become almost invisible.

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Artefacts

- What we can see and experience in an organisation

Espoused values

- What we articulate and formally describe

Basic Underlying assumptions

- What is actually shaping behaviour – often unknown

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1. Gather Cultural Artefacts. Write them on post its, take pictures, record them, create piles of evidence.
2. Sort the artefacts. Look for common headings that will work for you, that seem true for your organisation. What do these artefacts add up to?
3. Create a hierarchy of meaning - with underlying assumptions supported by artefacts.
4. Reflect on the artefacts you would like to see in the future, and draw out as much detail as you can.
5. Establish the assumptions that would be needed to support those.
6. Explore interventions that might get the culture on the move.

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