

# Culture ~~Supports~~ Performance

**Foundation:**

Determinates of culture

- Values
- Beliefs
- Responsibilities to stakeholders
- Vision, purpose, and strategy
- Operational philosophy
- Competitive context

**Shapers:**

Creation and reinforcement of culture

- Statement of mission & goals
- Performance measures
- People practices
- Learning & Development
- Events & activities
- Reward & recognition
- Physical facilities
- Structure
- Systems, processes, procedures
- Symbols

**Implementers:**

Action link between policy and practice

- Leadership actions
- Management practices
- Decisions
- Internal messages
- Regular meetings & KPI tree

**Manifestations:**

Content and manifestations of culture

- Teamwork
- Morale
- Housekeeping
- Climate
- Norms and unwritten rules
- Stories, heroes and legends

**Impact:**

Impact on organizational interactions

- Individual behaviors
- Commitment
- Focus

**Results:**

Effect on business results

**PERFORMANCE**

~~Influences~~

Determines