

Platinum Leadership
Business Alignment Model®

Coaching and Case Study Worksheet: Culture

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Leadership and organizational coaching can be effective vehicles to prompt systemic analysis, awareness and action. This worksheet provides open-ended questions and a case study for each element of the Platinum Leadership Business Alignment Model®. Visit platinumleadership.com to download resources and see the model in action.

CULTURE: The dominant values, attitudes and behaviour in an organization.

Culture is the shared story of a group of people who share experiences over time. It is both explicitly expressed and intuitively understood by members of an organization. It includes guiding principles and behavioural norms that form the operating system of “how we do things around here.” Culture is who and how we are, rather than how we aspire or are told to be. When an organization’s members describe something or someone as “a good or poor fit,” they are typically describing cultural alignment.

Coaching questions for your organization:

- How do we describe our culture, individually and as a group? What “goes without saying?”
- To what extent does “how we do things around here” help us pursue our goals?
- How clearly does our culture reflect our values, and what impact does that have?
- If “culture eats strategy for breakfast,” how must our culture change for us to excel?

Change Management: A cultural best practice to consider

Find opportunities to bring your team and company together to eat, work, play, learn and build community. Memorable shared experiences can invite individual excellence and support corporate transformation. These represent important investments of time and money to build camaraderie, foster relationships and further develop positive elements of your culture.

Case Study: The founders of a family business were in the habit of compensating employees of their firm generously, and providing significant holiday bonuses to everyone in the company when profits were good. Teamwork had been named as a core value in the company since its inception. Upon the founders' retirement, the new owners instituted strict policies of pay based on individual performance, and discontinued the practice of holiday bonuses even though the company was profitable.

- How might this shift in strategy affect culture?
- How could the owners manage the new policy’s impact on leadership behaviour and morale?
- What other recalibrations might be helpful to adjust for the upheaval described?