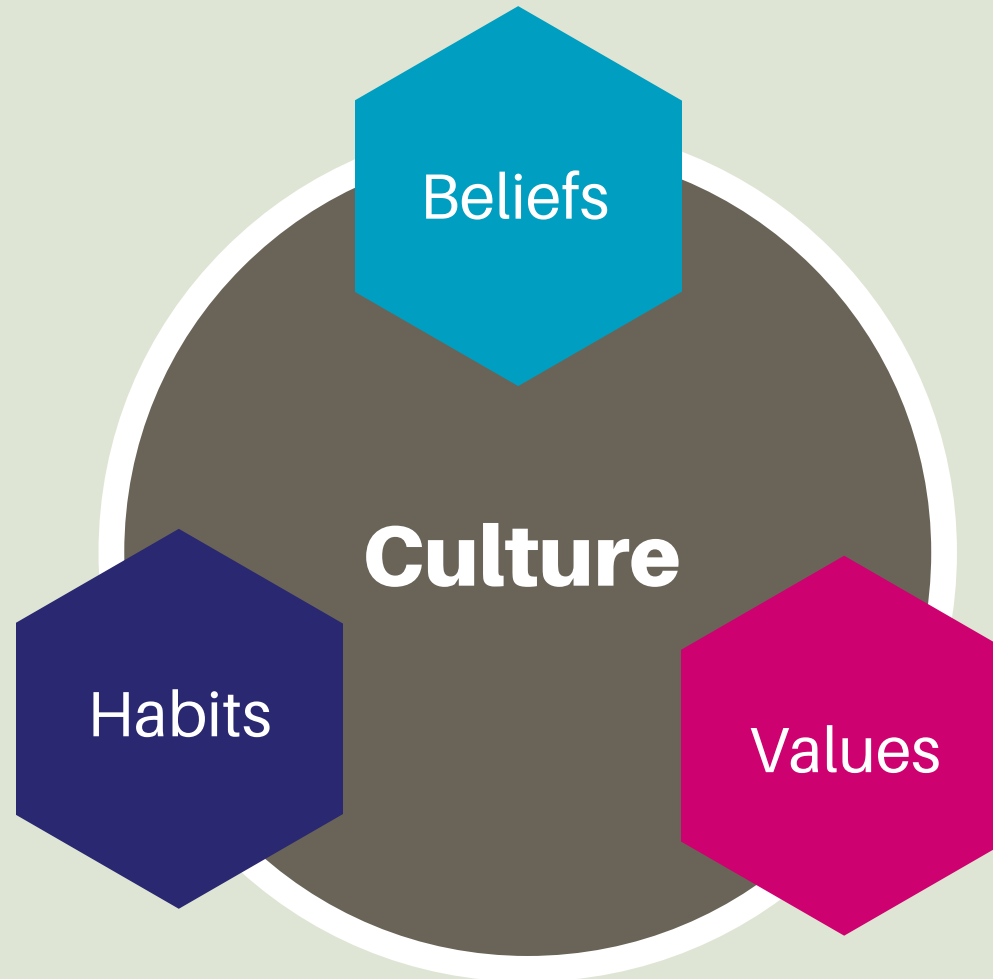
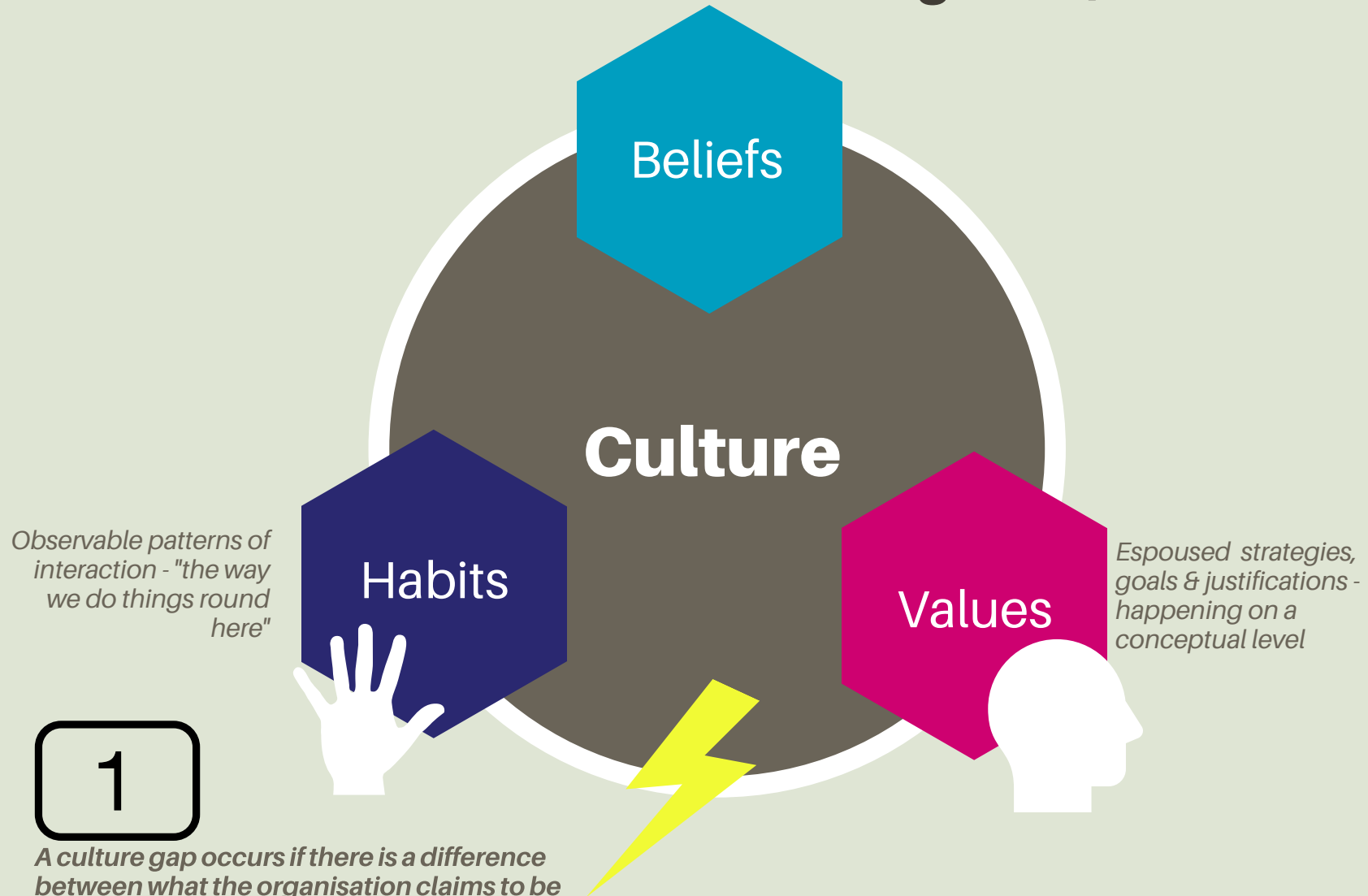


3 insights to understand the "corporate culture gap" phenomenon



1: If perceived habits and communicated values don't fit together, we notice a gap



1

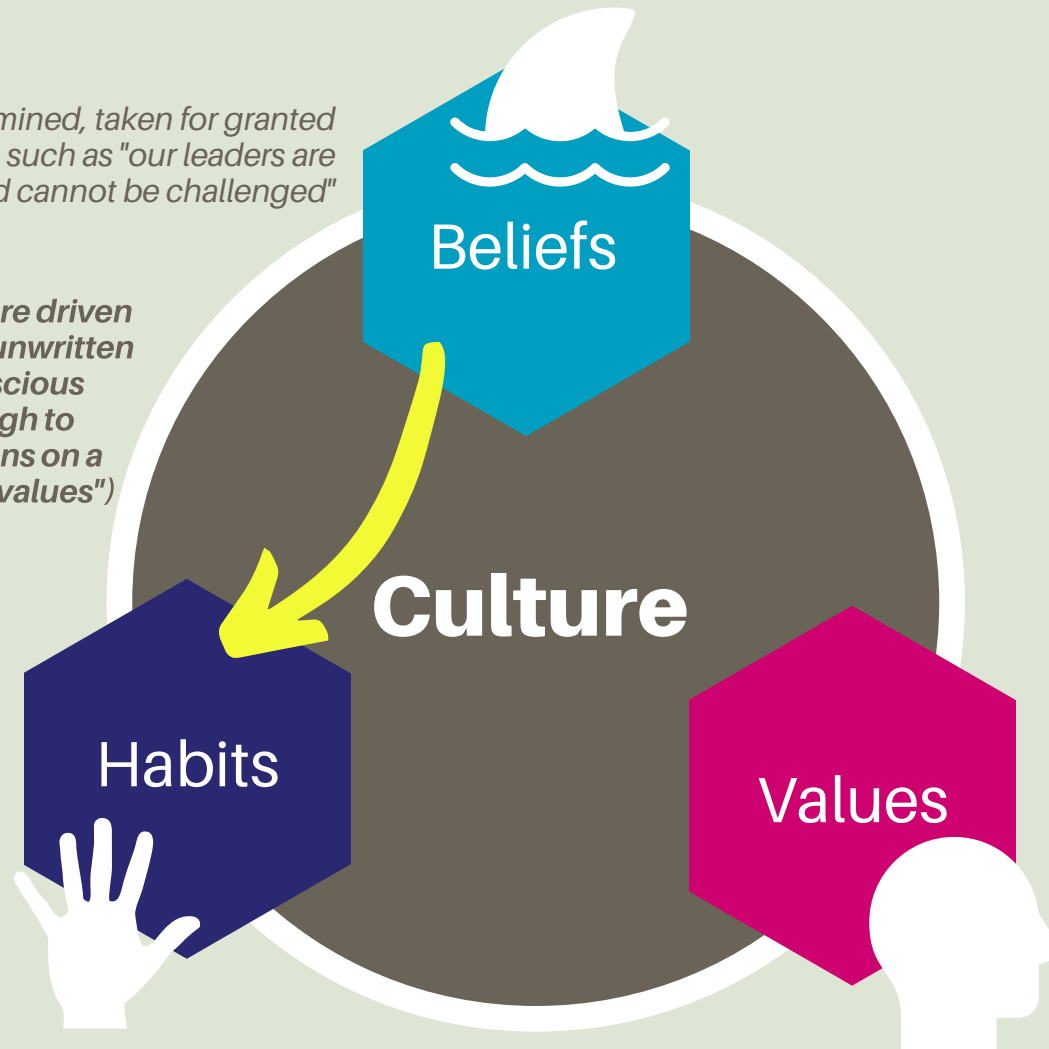
A culture gap occurs if there is a difference between what the organisation claims to be important and what people observe in their day-to-day work.

2: Habits are not shaped by values but by "subconscious contracts"

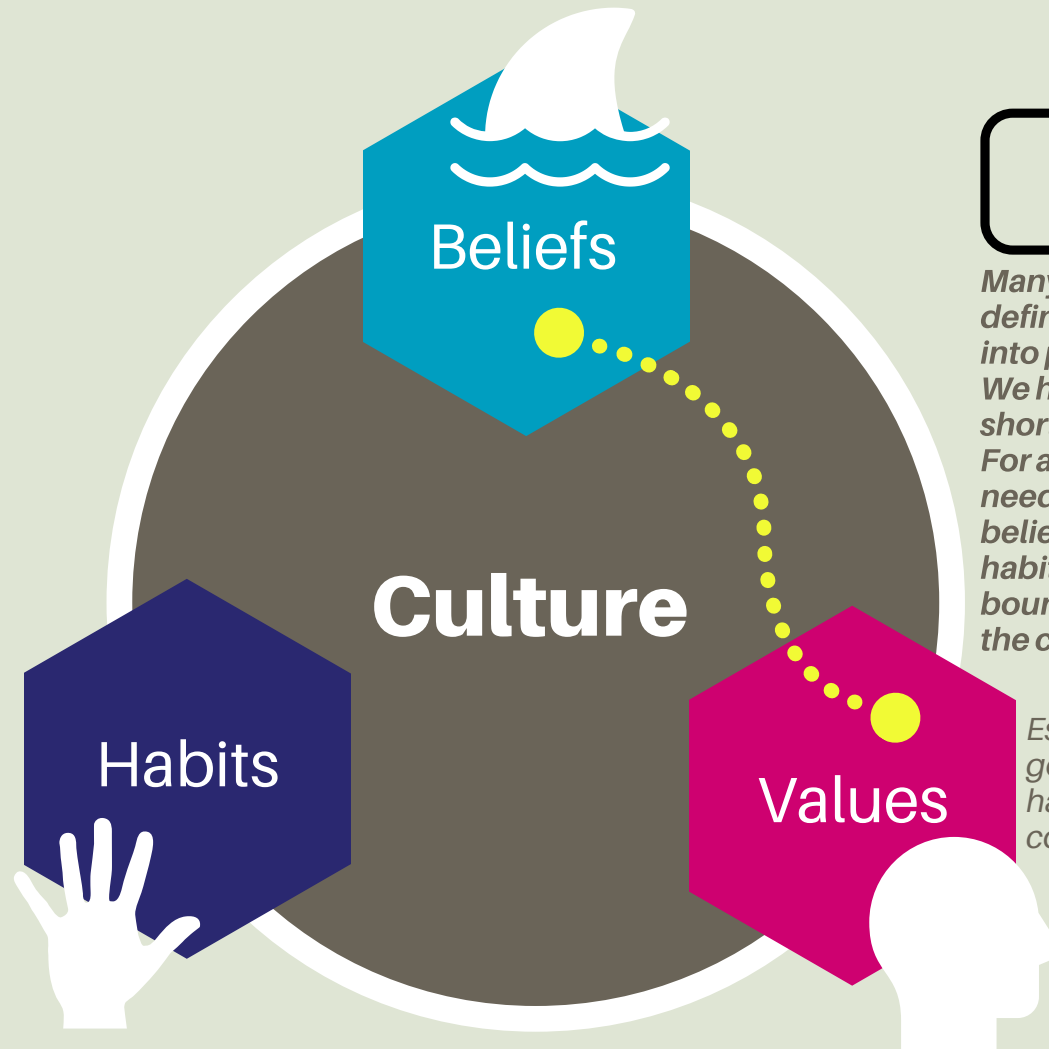
2

Unexamined, taken for granted assumptions such as "our leaders are special and cannot be challenged"

The habits in an organisation are driven and reinforced by beliefs and unwritten rules. These rules form unconscious contracts that are strong enough to overwrite anything that happens on a conceptual, conscious level ("values")



3: Working on culture through values alone has little impact



3

Many leaders think that by defining values, the culture will "fall into place" from there.

We have seen this approach falling short in countless examples.

For a culture shift to occur, you need to surface the underlying beliefs and introduce new habits. This can be painful but it's bound to be more effective than the conceptual "values" route

Espoused strategies, goals & justifications - happening on a conceptual level

3 insights to understand the "corporate culture gap" phenomenon

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Observable patterns of interaction - "the way we do things round here"

1

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