

Culture – An Integrator’s Model

Norms and expectations driven by...



**Symbols
&
Strategies**

**Work Processes
& Protocols**

**Core Values, Beliefs
& Historical Behaviors**

Examples Include

- Enterprise vision, mission, value statements
- Brand identity and connotation
- Business model & operating strategy
- Physical atmosphere and work environment

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- Decision styles, power & authority
 - Involvement, access to information
 - Spending authorities
 - Work-life practices, “clock-speed”

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- What ACTUALLY gets rewarded
 - Leadership behaviors
 - Response to crisis events
 - History -- “Legends & Lore”