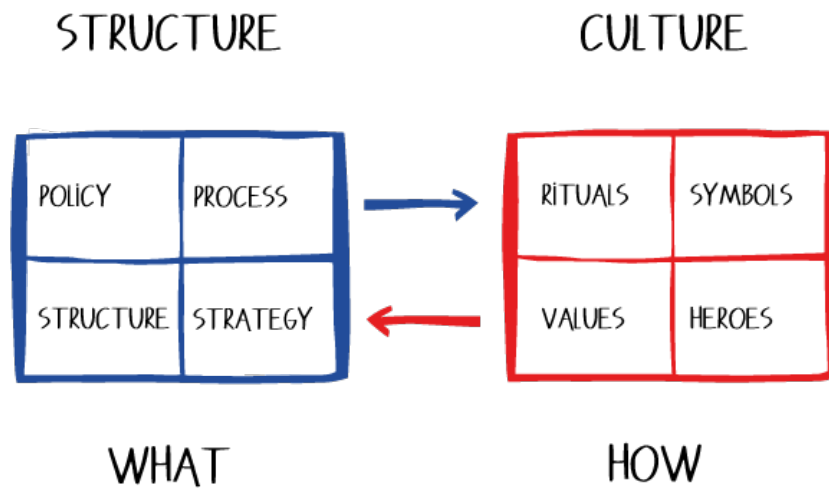


## CSI – Culture Structure Interaction



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All companies have two steering systems. One is the culture system and the other is the structure system. Our performance level is determined by the interaction of these systems. Healthy, open and positive interaction equals superior performance. The Culture – Structure Interaction in an organization is the collective responsibility of all individuals in the organization.

### Policy

The written down principles, guidelines and rules that guide our decisions and actions.

### Process

The written down descriptions of how we conduct our business. Processes for budgets, recruitment, production etc.

### Structure

The organizational overview. The role definitions and descriptions. The goals and the time line.

### Strategy

The plan of action for achieving our long-term results.

### Rituals

Actions liked or disliked, but allowed, become habits. Habits become rituals. Rituals are part of our everyday lives. Rituals in meetings, how and whom we greet etc.

### Symbols

Words, gestures or objects which have a meaning to us within the culture, but maybe not to others. Examples are clothes and uniforms, top floor office, company car or not. Symbols express which group or category I belong to.

### Values

Our deeply held views of what we find important. Values guide our actions. Simply put; What you do is who you are. The values of the culture must be compatible to the company values.

### Heroes

The heroes of the organization are chosen by the culture. They can be the source of engagement or resistance. It is important if the heroes and the organization have the same agenda. The Hero system provides knowledge about the type of people who are successful or who the focus is on in our organization.

## Summary of the Structure

- Owned by the company
- Determines WHAT
- Is FAST
- Application: Draw a line in the sand
- Bottom-line message: Execute or Evacuate

## Summary of the Culture:

- Owned by everyone in the company
- Determines HOW
- Is SLOW
- Application: Promote horizontal communication
- Bottom line message: If you want corn, plant corn.

## From words to action:

Below are examples of questions that you can continue working on:

1. Do we have a common view of the structure?  
Write down individually and then compare your notes with each other.
  - Do we have the same picture? If not, what picture do we agree on?
  - Do we understand, accept and jump?
2. What characterizes our culture in the current situation?
3. What is my contribution to us, getting the culture we want?
4. What is our common contribution, getting the culture we want?
5. Which rituals do we have that give energy?
6. How can we build on those rituals?
7. Which rituals do we have that take energy?
8. How can we change those rituals?
9. Who or what types of people are heroes in our company?