Cultural Fit

How compatible are our organizational cultures?

P·ACT

SEED
promoting entrepreneurship
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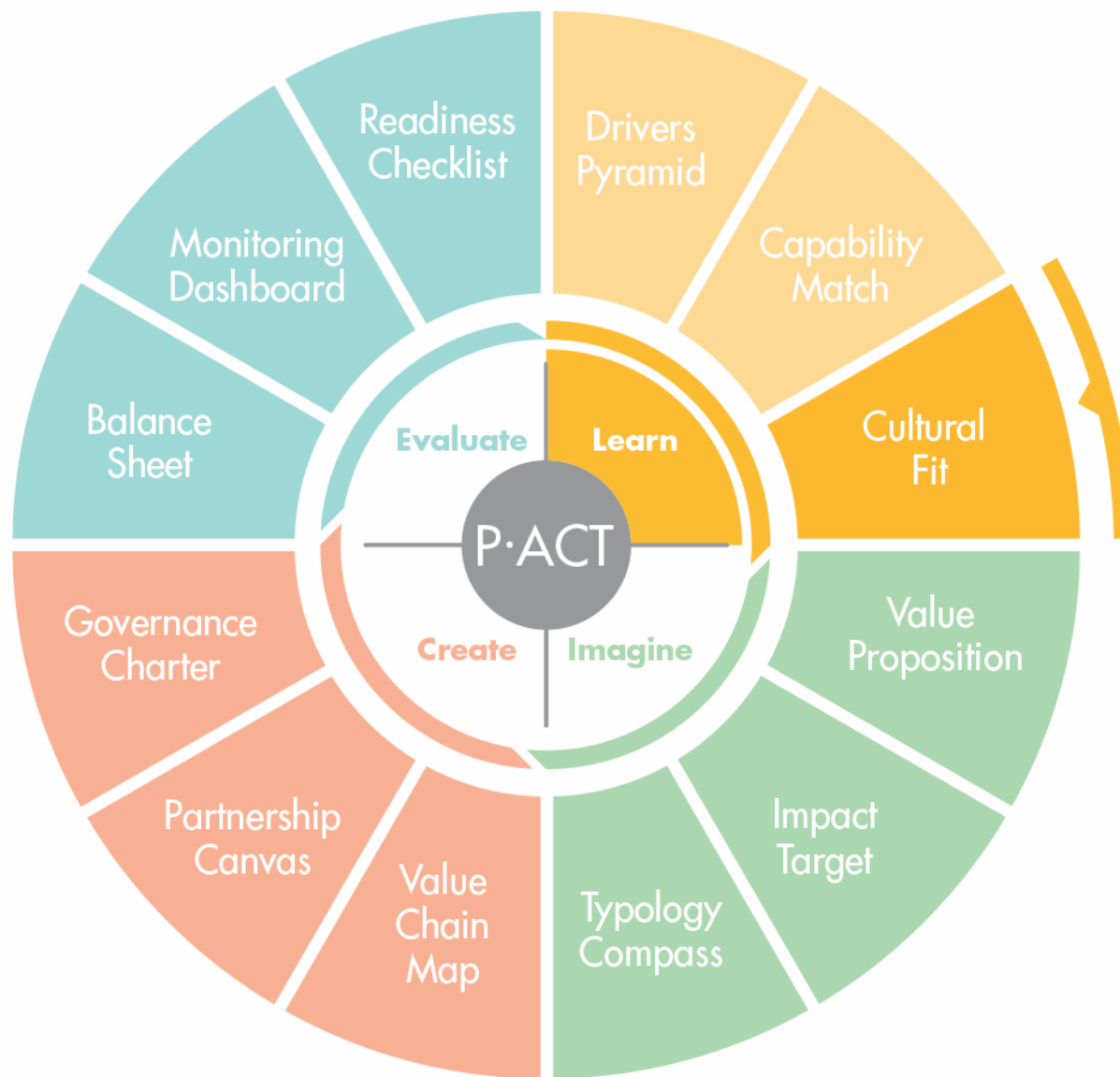
How compatible are our organizational cultures?

Pre-requisite tools:
- Capability Match

Next tools:
- Value Proposition
- Typology Compass

Cultural Fit

How compatible are our organizational cultures?

Partners may have the right set of complementary capabilities to fulfill the partnership goals but still fail due to cultural differences. This tool enables partners to engage in an open dialogue about their organizational and team cultural attributes in order to identify and mitigate risks that may arise from these differences.

Cultural Fit <u>*Mural template*</u>

?

Why should we use it?

To reveal and anticipate any cultural risks or barriers that could jeopardize the partnership's sustainability.

?

What will we accomplish?

Learn about values, culture and working styles of our respective organizations and the partnership team.

Identify areas of cultural alignment and areas of potential conflict.

Establish mitigation strategies to manage risks or conflict.

Step-By-Step

Step 1

Discuss values fit

Step 2

Discuss working styles fit
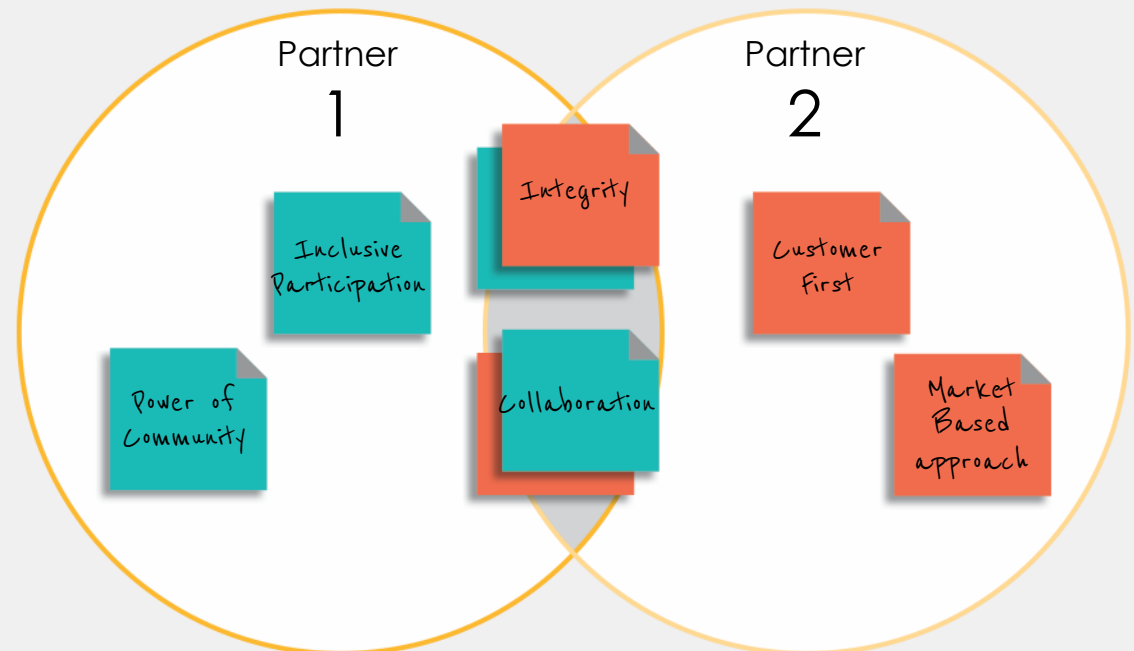
Step 3

Discuss team key personas

Step 1:

Discuss values fit

1.1 Individually, list your organization's top 3-5 values.

1.2 Reveal and explain these values to each other.

1.3 Reflect and discuss implications:

? What aspects of our organizational values are similar?

? What aspects of our organizational values are different? What could be the potential implications?

? What strategies can we adopt to mitigate any possible tensions that may arise?
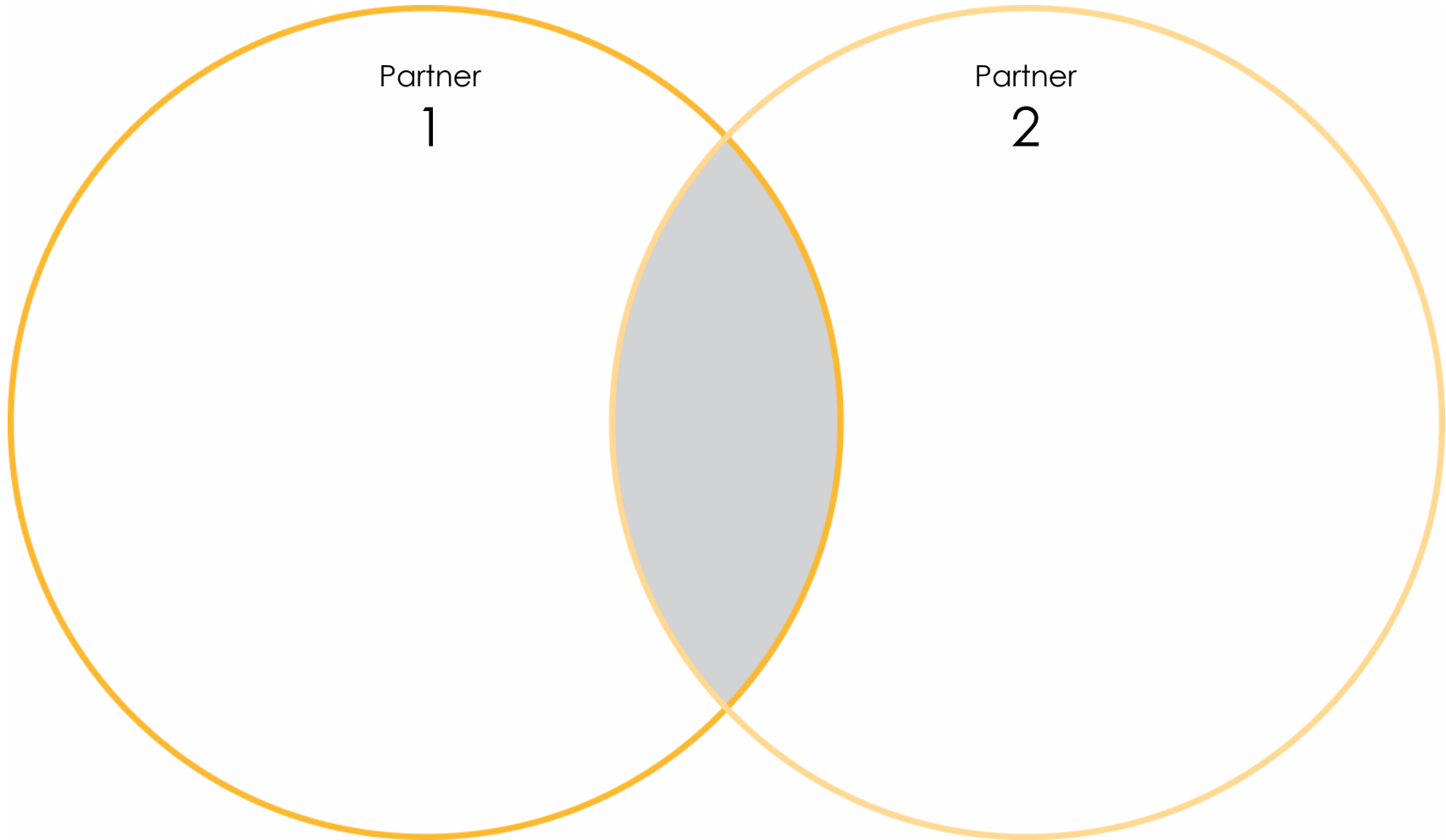
Example :

○ Partner 1
is an international water, sanitation, and hygiene-focused nonprofit organization.

○ Partner 2
is a water filtration tech start-up.

Partner 1

Partner 2

Integrity

Inclusive Participation

Customer First

Power of Community

Collaboration

Market Based approach

Values Venn Diagram

Partner
1
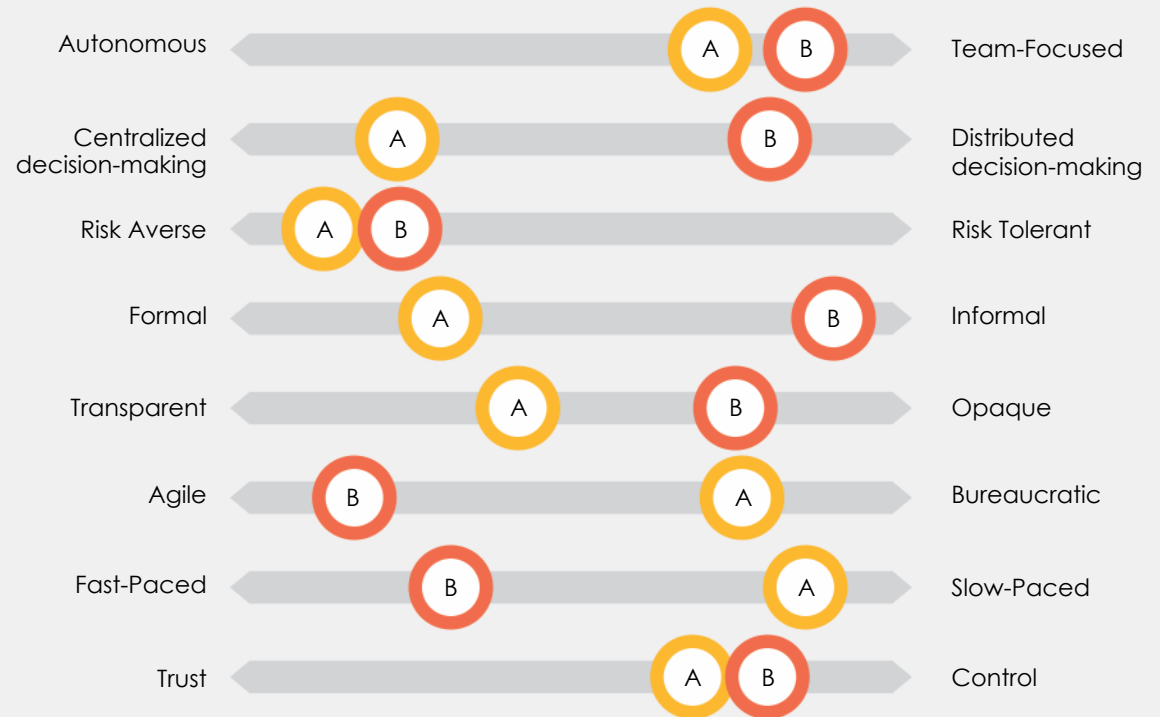
Partner
2

Step 2:

Discuss working styles fit

2.1 Individually, review the **working styles spectrum worksheet** and mark where on the spectrum your organization lies. Add as needed any working styles particularly relevant to your organization in the context of this partnership.

2.2 One-by-one, reveal your organizational working-style positions. Compare and discuss contrasting answers for each working-style.

2.3 Together, examine your respective positions on each spectrum and discuss the implications:

? What aspects of your organizational work styles are similar? Is that good?

? What aspects of your organizational work styles are different? What could be the potential implications?

? What strategies can we adopt to mitigate any possible conflicts that may arise?

Working Styles Spectrum

Autonomous	A B	Team-Focused
Centralized decision-making	A B	Distributed decision-making
Risk Averse	A B	Risk Tolerant
Formal	A B	Informal
Transparent	A B	Opaque
Agile	B A	Bureaucratic
Fast-Paced	B A	Slow-Paced
Trust	A B	Control

Example: **Partner A** **Partner B**

Worksheet 2:

Working Styles Spectrum

Left	[#]	A	B	Right
Autonomous	[1]	A	B	Team-Focused
Centralized Decision Making	[2]	A	B	Distributed Decision Making
Risk Averse	[3]	A	B	Risk Tolerant
Formal	[4]	A	B	Informal
Transparent	[5]	A	B	Opaque
Agile	[6]	A	B	Bureaucratic
Fast-Paced	[7]	A	B	Slow-Paced
Trust	[8]	A	B	Control
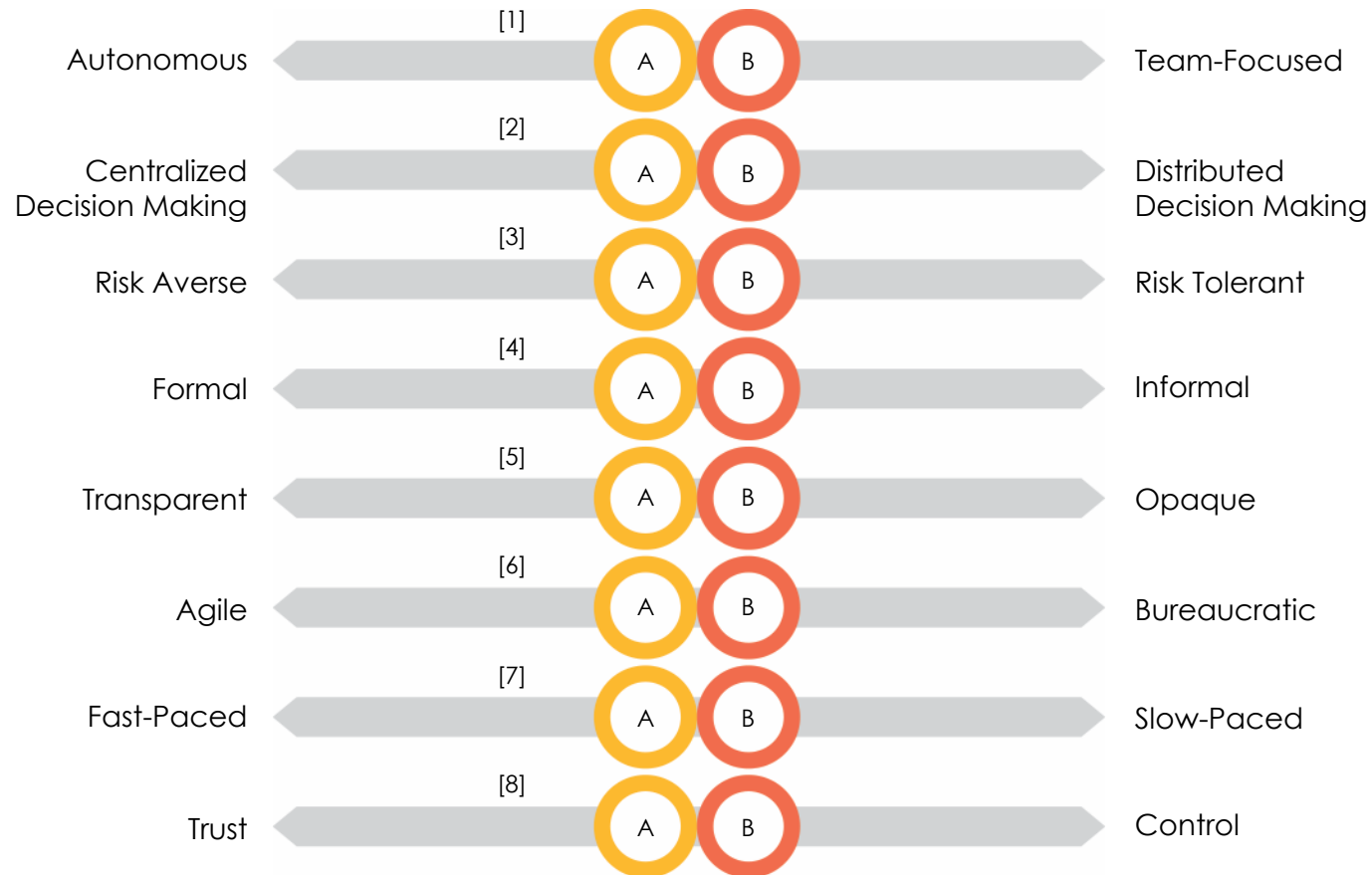
* Feel free to add as many other work styles as needed that may be relevant to your partnership

Partner A   Partner B

Step 3:

Discuss key personas of team

3.1   Individually, list on post-it notes detailed information about key members of the partnership team from your organization. Focus on aspects that are particularly relevant to their work in the partnership.

3.2   Together, examine the content of the notes and discuss each individual's characteristics and its implications.

?   How can this affect their work on the team?

?   Which individuals may work particularly well together?

?   Who may potentially clash or conflict?

?   What could be the potential implications? What strategies can we adopt to mitigate any possible conflicts before they arise?

Example:

Partner A

Person Name: __Rudolf_____
Role on Team: Lead engineer
Engagement Level (high/med/low)
Level of influence: (high/med/low)

Any characteristics…

- Skeptical of working with nonprofits
- Concerned about losing independence

Person Name: ____Prancer_____
Role on Team: CEO
Engagement Level (high/med/low)
Level of influence:(high/med/low)

Any characteristics…

- Enthusiastic about project
- Concerned about long term financial profitability

Partner B

Person Name: ____Donner_____
Role on Team: Field staff supervisor
Engagement Level (high/med/low)
Level of influence:(high/med/low)

Any characteristics…

- Understaffed/overworked
- Respected and trusted by local community
- No experience with technology

Person Name: ____Blitzen_____
Role on Team: Country Manager
Engagement Level (high/med/low))
Level of influence:(high/med/low)

Any characteristics…

- No experience with partnerships
- Concerned about staff capacity

Partnership Team Key Personas

Partner A

Person Name: _____
Role on Team: _____
Engagement Level (high/med/low)
Level of influence: (high/med/low)

Any characteristics…

Person Name: _____
Role on Team: _____
Engagement Level (high/med/low)
Level of influence: (high/med/low)

Any characteristics…

Person Name: _____
Role on Team: _____
Engagement Level (high/med/low)
Level of influence: (high/med/low)

Any characteristics…

Partner B

Person Name: _____
Role on Team: _____
Engagement Level (high/med/low)
Level of influence:(high/med/low)

Any characteristics…

Person Name: _____
Role on Team: _____
Engagement Level (high/med/low)
Level of influence:(high/med/low)

Any characteristics…

Person Name: _____
Role on Team: _____
Engagement Level (high/med/low)
Level of influence:(high/med/low)

Any characteristics…

Wrap-Up:
Culture Exercise

Record your key takeaways and next steps for each culture dimension.

	SYNERGIES	*POTENTIAL TENSIONS*	*STRATEGIC ACTION*
VALUES			
WORKSTYLES			
KEY PERSONAS			

Facilitation tips

Overall:

- Start with a mindset exercise that activates empathy, open-mindedness and respect.

- Set expectations about the fact that this is a dialogue tool and does not provide clear black or white answers (compatible/not compatible).

- Acknowledge that culture is as personal as it is important, so it is easy to feel attacked or threatened if people do not share or agree with some elements of your organizational culture. Always remember, we are on the same "partnership" team!

- Encourage partners to be honest and open, but also mindful and respectful when expressing their opinions about each other's cultural elements.

- Encourage partners to keep an open mind and not take any comments personally, in order to encourage an open dialogue.

Facilitation tips

Step 1
Individual brainstorming + Sharing + Collective reflection

- Organizational values are the fundamental beliefs and ideas that guide an organization's choices, actions and how they are implemented (Example: Inclusivity, Ingenuity, Respect…)

- Partners do not need to have the same values, but coherence and similarity in values may indicate a higher propency to partner successfully.

- Look for values that may be opposite or conflicting and encourage conversation around these.

Step 2
Individual self assessment + Sharing + Collective reflection

- Working styles are the behaviours and modus oprendi typically adopted by an organization's staff (example: Agile/Bureaucratic, Transparent/Protective, Flat/Hierarchical, Risk-averse/Risk-tolerant…)

- Similar working styles do not necessarily indicate compatibility. Consider each case to examine its implications.

Step 3
Individual brainstorming + Sharing + Collective reflection

- Keep the characteristics shared about a particular individual focused on their work within the partnership team. DO NOT share any personal or sensitive information.

- If a partnership team key persona is part of the exercise, have them take the lead on identifying and sharing their own characteristics.