

Organization Design

Exercise

This is a two step exercise that helps make the connection between business success and culture.

Step 1

Define 'business success', beyond financial results, for the organisation in a clear and concise way

Do this by:

1. Considering success in the five dimensions listed below¹.
2. Decide whether success is for the short, medium, or long term (or a combination of these)
3. Agreeing what success in these dimensions (collectively and independently) would look like

- Social, to address conditions that affect us all, including poverty, violence, injustice, education, public health, and labor and human rights
- Economic, to help people and businesses meet their economic needs—for people: securing food, water, shelter, and creature comforts; for businesses: turning a profit
- Environmental, to protect and restore the Earth—for example, by controlling climate change, preserving natural resources, and preventing waste
- Cultural, to protect and value the diversity through which communities manifest their identity and cultivate traditions across generations
- Political, to work with governments and legislators in an ethical way, to manage conflicts of interest, and to compete fairly

Step 2.

Identify the cultural assets that add value to the organisation and will help drive business success. Assess how effectively these assets are being nurtured in the pursuit of success.

¹ Adapted from: Webach, A. (2009) *Strategy for Sustainability*. Harvard Business Press