

CULTURE SCAN AND ASSESS

vision
values actions
artefacts



Our **mission**...

is to **change the lives** of
individuals and organisations
for the **better**, every day.

| What is **Culture**?

...and how do you know if you've got a good one?



Culture resides beneath the readily-observed systems and practices of organisations, yet exerts a powerful effect over staff professional behaviours and predicts educational results.

Defined as shared attitudes, beliefs, and values, culture shapes the interactions, communication and behaviours which can either help, or hinder, improvement agendas.

| Where do I find Culture?

Culture exists below the conscious awareness of leaders and employees alike, so accurate evaluation of an organisation's culture requires considerable expertise and a systematic approach to data collection and analysis. Many organisations lack the internal resources or unbiased perspective necessary to objectively assess their culture.

Sentis Education's cultural scan and assess methodology can be used to:

- Evaluate cultural maturity,
- Complement a school review or audit process
- Highlight areas of strength and opportunity, and
- Provide clear recommendations on necessary actions that will improve your culture.

Where would you currently rate your organisation on its improvement journey? Multiple cultures can exist within the same organisation, so which sites, departments, or teams seem to be operating at higher levels of maturity in your organisation and what are they doing differently?

By evaluating your current organisational culture, you are already one step closer to achieving your vision.



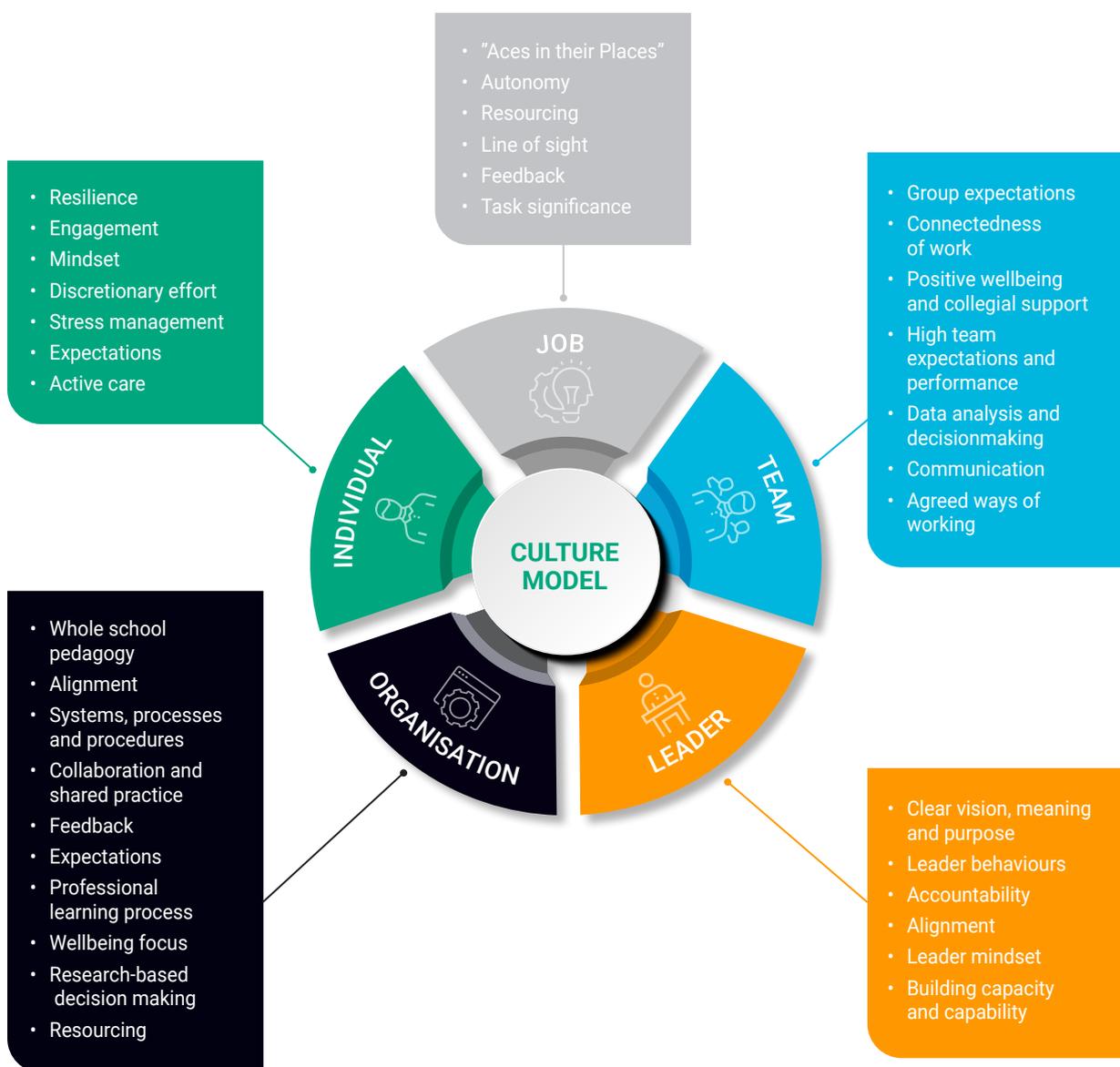
| Sentis Education Culture Model



Combining research across multiple levels of the organisational system (i.e., individual, team, leadership, and job characteristics) that contribute to continual improvement, the Sentis Education Culture Model is a framework that helps us to evaluate the cultural strengths and opportunity areas that may impact educational outcomes.

| Culture Dimensions

Each dimension is made up of a number of factors that influence overall culture.



| How mature is the culture in your organisation



CONNECTED

- Leaders focus on empowering staff towards team goal attainment
- Change management strategy in place to bring people on the journey
- Processes support collaboration and between-team communication
- Staff accountable and entrusted to make decisions
- Some alignment of processes, systems and resources for improvement



REACTIVE

- Transactional leadership style for motivation and compliance
- Staff effort just meeting performance expectations
- Staff scepticism to change and no line-of-sight to end goal
- Errors corrected privately and learning not shared
- Metrics not meaningful and ad-hoc continuous improvement strategy
- Little alignment between processes, systems and resources for improvement



CITIZENSHIP

- Leaders communicate consistent and authentic organisational vision
- High organisational agility, with continuous improvement embedded daily
- Organisational learning culture established with success clearly defined
- Staff embrace change and solve problems with autonomy
- Strategic alignment of systems, processes and resources to the improvement agenda



COMPLIANT

- Some transformational leadership to drive positive performance
- Individual role engagement but not connected to organisational vision
- Continuous improvement at the local level but not shared widely
- Goal to achieve improved outcomes is articulated, but staff input to goal is limited
- Policies are in place but not aligned to the improvement agenda



COUNTER-PRODUCTIVE

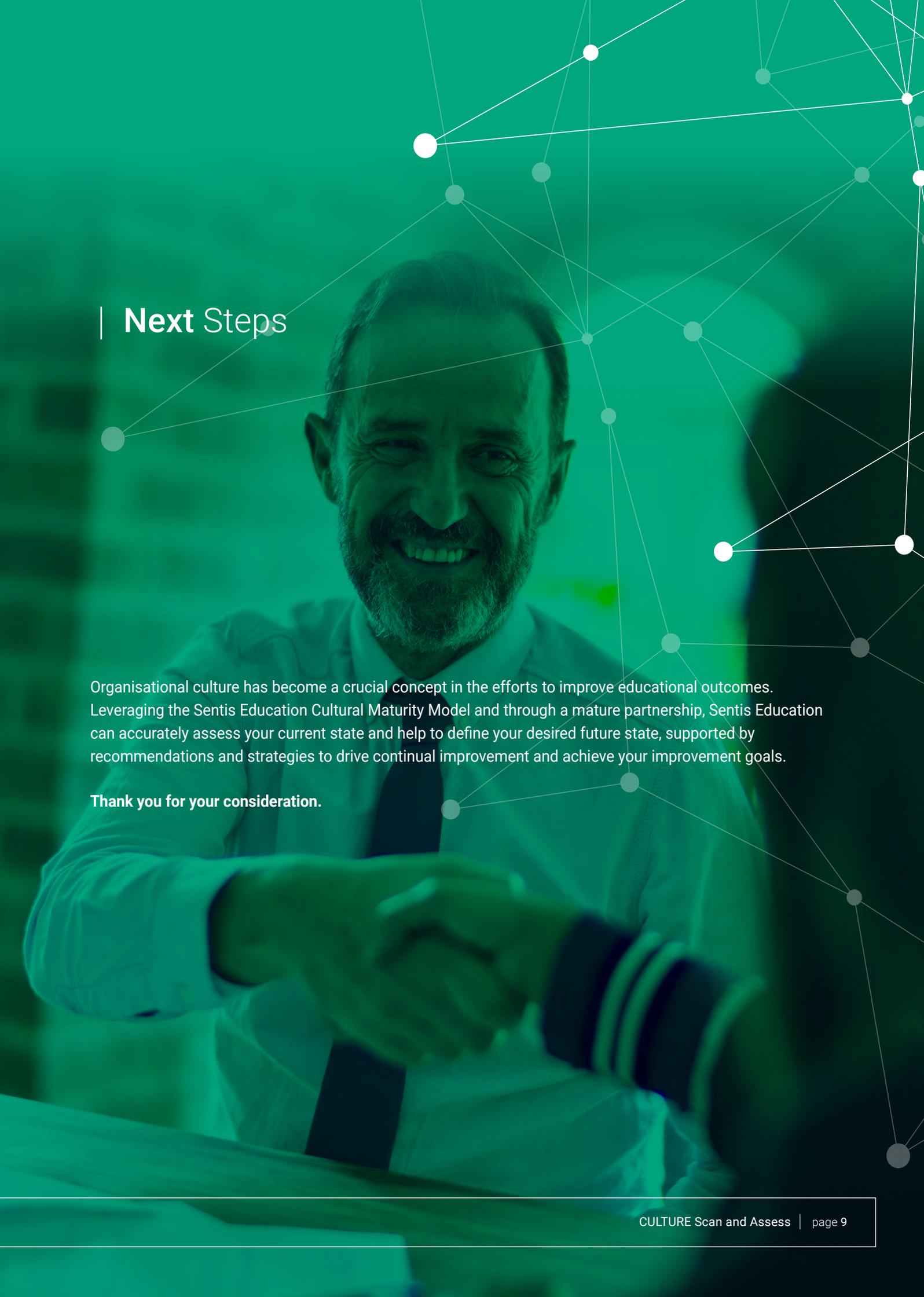
- Leaders micro-manage task based work
- Inauthentic communications and no alignment to vision
- 'Culture of heroes' and people putting out fires
- Staff actively resistant to change and hide mistakes
- Disparate policies with little knowledge or reference by staff

| Scan and Assess Culture Methodology

Method	Description
1:1 Interviews + Focus groups	Semi-structured interview protocols and focus groups that include a range of questions and probing statements aligned with the Sentis Education Culture Model
SSBL: Systems, Symbols, Behaviour & Language analysis	Comprehensive in-field assessment that documents aspects of culture (e.g., systems, symbols, behaviour, language)
Structured observation	Behavioural rating scales completed by Sentis Education personnel while observing key activities (e.g., meetings)
Improvement agenda discussion	Facilitated discussion of specific improvement initiatives that shed light on all aspects of the Sentis Education Culture Model
Values sorting exercise	Exercise to identify what employees and leaders perceive are the current and desired future states of the organisation's culture

Administering these methods highlights key themes. These themes then inform our evaluation of your organisation's cultural maturity and the identification of specific strengths and opportunities.

Through this evaluation process, specific and tangible recommendations are developed – actions that can drive your organisation closer to your goal of a positive culture.



| Next Steps

Organisational culture has become a crucial concept in the efforts to improve educational outcomes. Leveraging the Sentis Education Cultural Maturity Model and through a mature partnership, Sentis Education can accurately assess your current state and help to define your desired future state, supported by recommendations and strategies to drive continual improvement and achieve your improvement goals.

Thank you for your consideration.



Get in touch with one of our expert consultants today.

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