

# Culture Building for Teams

The Culture Building Cycle  
for invigorating workplace  
cultures that thrive now  
and into the future

## The keys to culture

Organisational culture can seem vague and complex. It is about what we value, what we do, our structures, relationships, and history. It involves rules, emotions, art, and stories. But this complexity can be unlocked with a simple key that recognises that culture is what we think is normal around here.

Another very important key is that people conform to what they think is normal. This is what makes culture so important. It may be the most influential organisational factor that decides how people make decisions, behave in teams, deal with customers, produce quality work, promote the organisation, act honestly and respectfully, and make the organisation a place worth investing in and being a part of.

The Grevillea way to develop culture is a simple, effective cycle that can be directed and controlled by the most important people in the process, namely, the people living the culture. The Culture Building Cycle has a light touch design that makes the process flexible and durable. The critical element that the organisation and its people must provide is persistence. Without persistence, no culture can develop but with persistence, all cultures can grow.

## Culture building elements

The Culture Building Cycle draws together four elements synthesised from many culture related resources. It assembles them in a light touch cycle.



**Norms** are the guiding principles and values that help people decide what to do. They are sometimes clear, at other times hidden. In this process norms are identified, clarified and moulded into the most helpful ones possible.

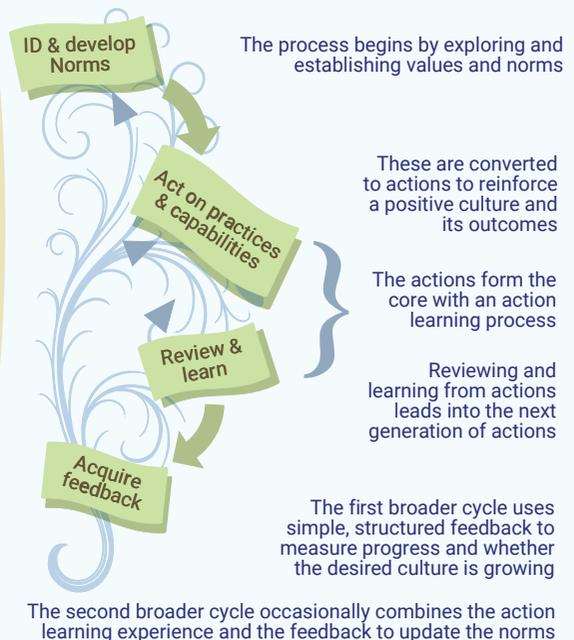
**Practices** include the processes and routines we use. They can be technical or social, from formal procedures to casual conversations.

**Capabilities** focus on more than what people do to include how they do it. Sometimes people have to build knowledge and skills to create the organisational culture they want.

**Feedback** focuses the work and keeps it honest. It partners persistence to ensure people are doing what is needed and are getting the results they are after.

## The cyclical process

This naturally flowing process adapts to embrace the particular needs of each group. There is an action learning cycle at the core of the process, which is nested inside two broader cycles to keep participants grounded through feedback and the norms current.



*Norms and feedback align us. Practices and capabilities enable us.*