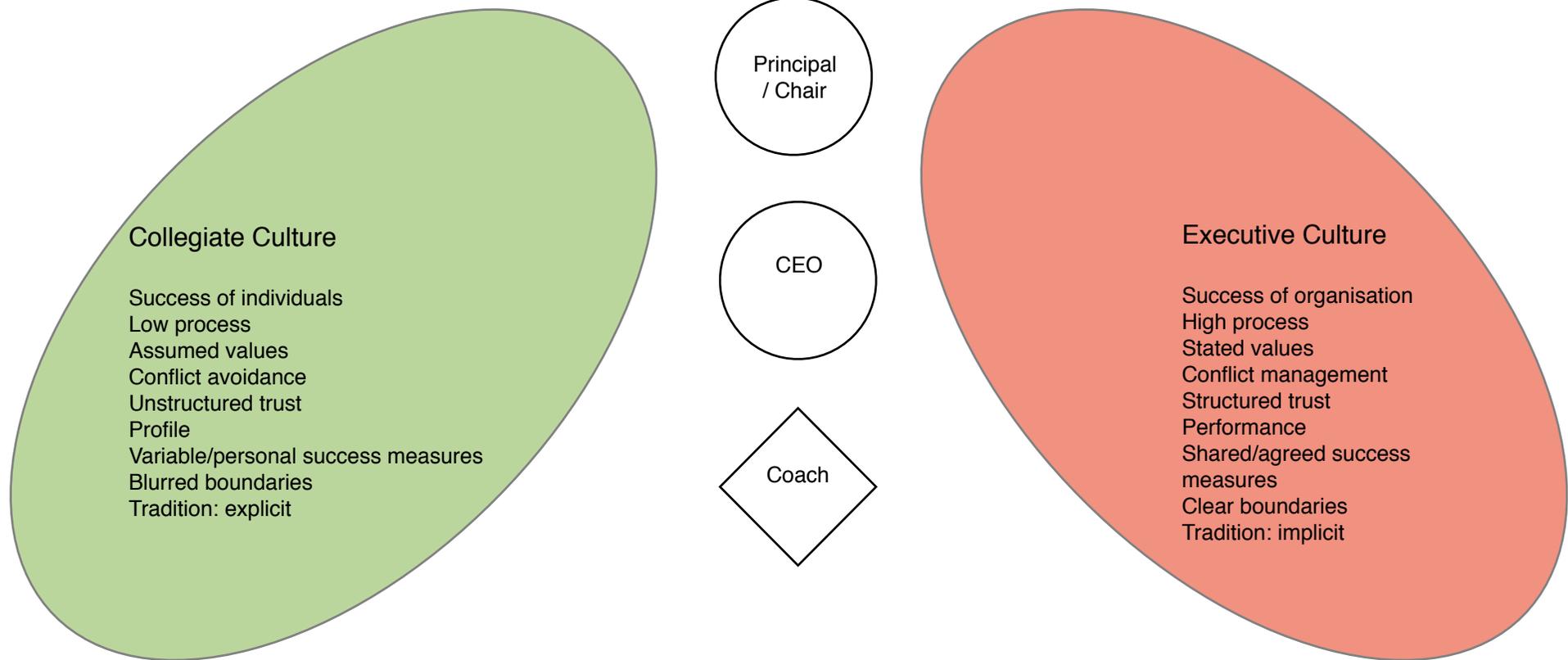


Culture Mapping



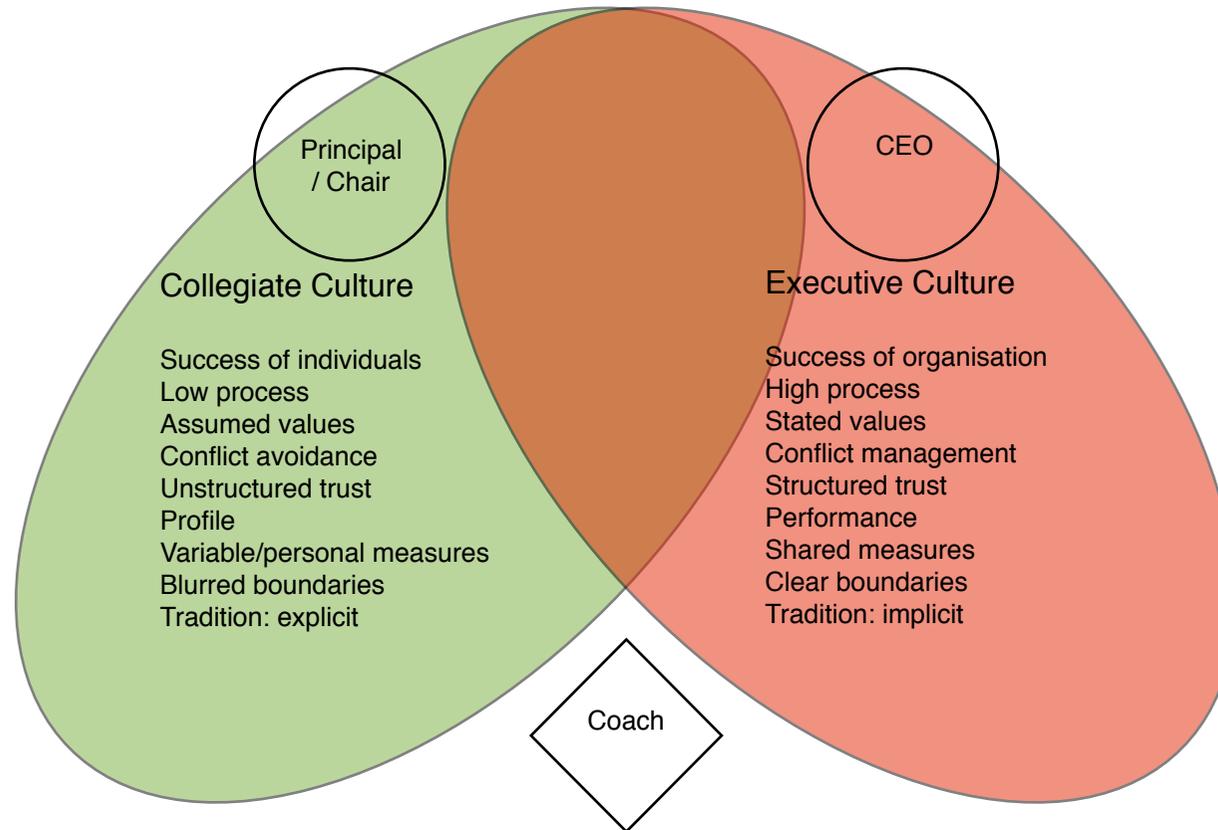
All organisations are complex; some are by their nature more complex than others. The Culture Mapping model is a way of defining organisations which have competing cultures within them, so that leaders, managers, coaches and consultants can think creatively about where to position themselves in relation to these cultures.

In the diagram above, the green oval represents what I call a 'Collegiate Culture', characterised by many if not all of the elements listed within it. This culture is commonly found in family owned businesses, legal practices, schools and colleges, churches, and voluntary organisations, amongst others.

The red oval represents what I call an 'Executive Culture' - again, it is characterised by some or all of the elements named. This culture is commonly found in structured, professionally run businesses.

The really interesting question is: what happens when you get both cultures in the same organisation?

Culture Mapping



The picture above represents the two cultures overlapping within one organisation - say for example, an Oxbridge college which has begun to build on its traditional strengths and incorporate a business-focussed approach to managing its people, resources, finances, and plant. The potential difficulties are easy to identify, as the two cultures take radically different approaches to the way things 'should' be done.

In this situation, the positioning of the principal/chair, the CEO and any external coaches or consultants are vital. If the chair or CEO, for example, lends her/his support to one culture over the other, a conflict can be set up within the fabric of the organisation which is very difficult to resolve. And if (as above) the Chair and the CEO find themselves inhabiting different cultures - unless this is a deliberate choice, and clearly negotiated together - the organisation may have severe difficulties.

The coach or consultant, situated outside the organisation, needs to think carefully about which culture s/he is relating to and coaching within. It's not unknown to be asked by someone in the 'Executive' culture to ask a coach to work with someone who inhabits the 'Collegiate' culture, for example - this provides a real challenge for the coach.