



*The Ties That Bind:*  
Sustaining Organizational Culture

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2018 Joint Provost/Senate Retreat

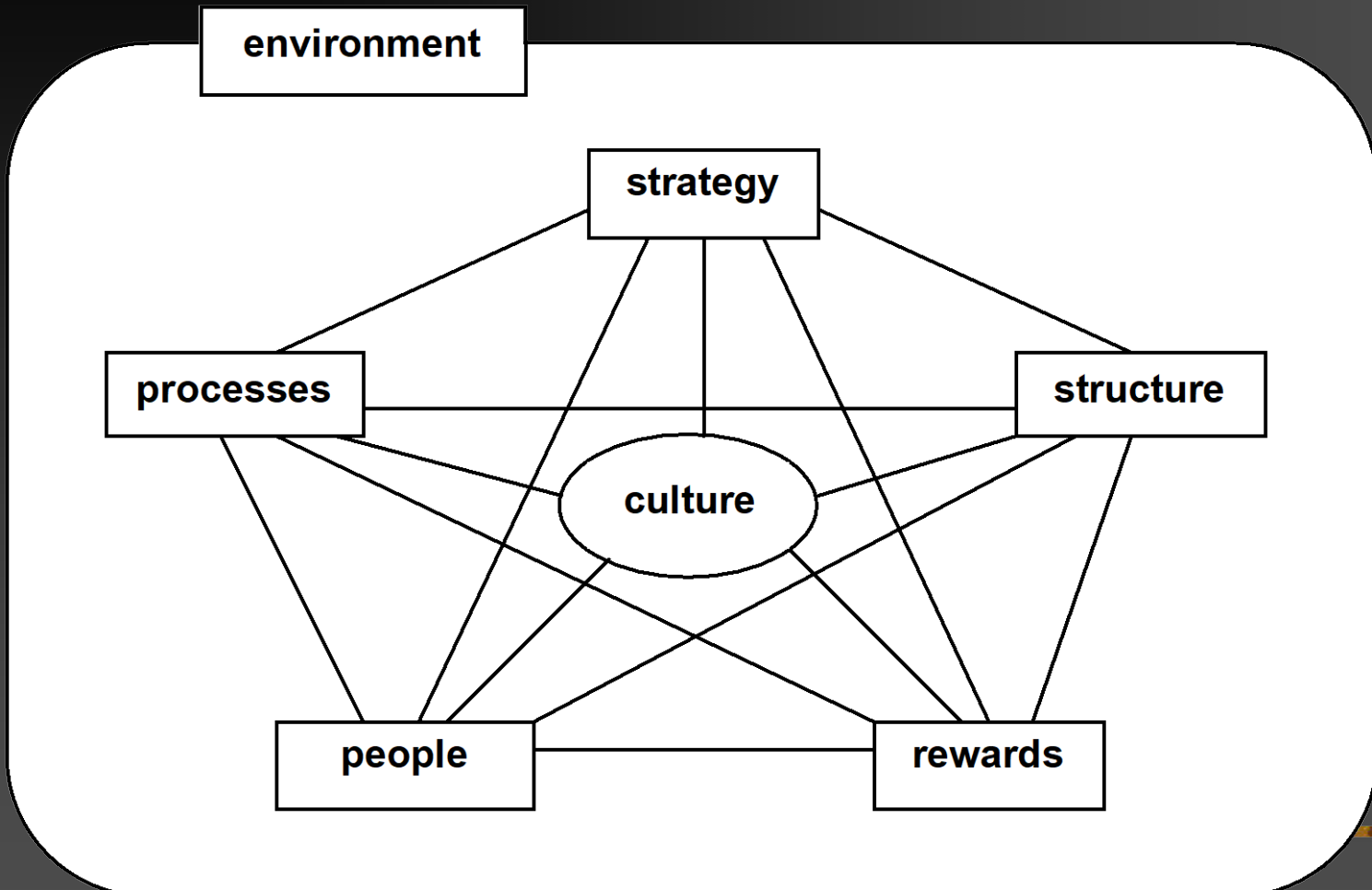
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# Organizational Culture



# Forces Shaping Organizational Culture

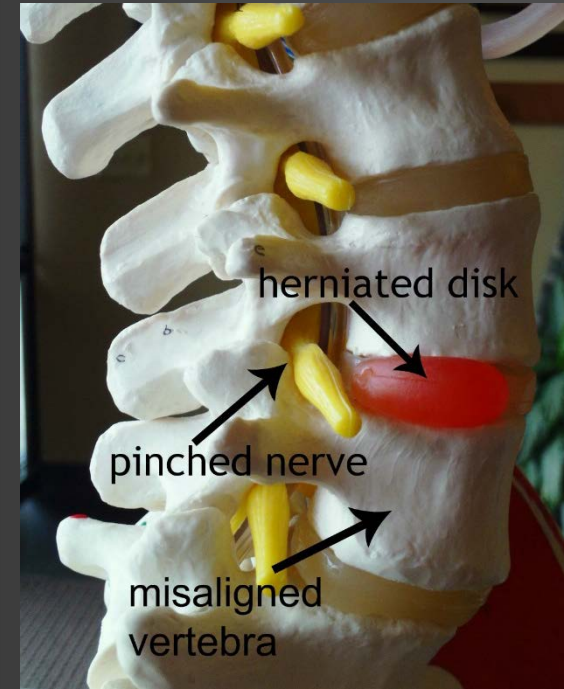


# Assessing Organizational Culture

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- Are we in alignment with our vision and values?
  - Is there something amiss that is undermining what we say we value?
  - Are we driving the culture we want?
  - What can we do to improve our culture and continue to attract and retain the best and brightest?
  - Are we gathering data on what's working (or not), which is critical to sustaining a strong culture?
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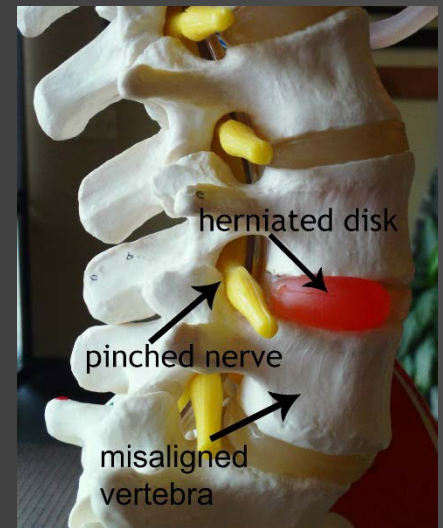
# Cultural Misalignment



- Within units: Too many dark pockets
  - Bullying
  - Fear of retaliation
  - Disengagement
- Across units: Our culture is...
  - Fragmented
    - Horizontally: Siloed
    - Vertically: Perception-gap between University level and lower levels

# Cultural Misalignment

- Across units: Our culture is...
  - Weak
    - Little sense of shared purpose
    - Little sense that the University leadership cares enough to change
    - So “We go along to get along”
    - “Which means we’ll never be a great university.”
  - Poor fit with our Environment and Strategy
    - Rankings/fund-raising pressures encourage Instrumental-rationality over Value-rationality: a “corporatized university”







**CAUTION**

**CHANGED PRIORITIES  
AHEAD**

# Changing Culture Requires...

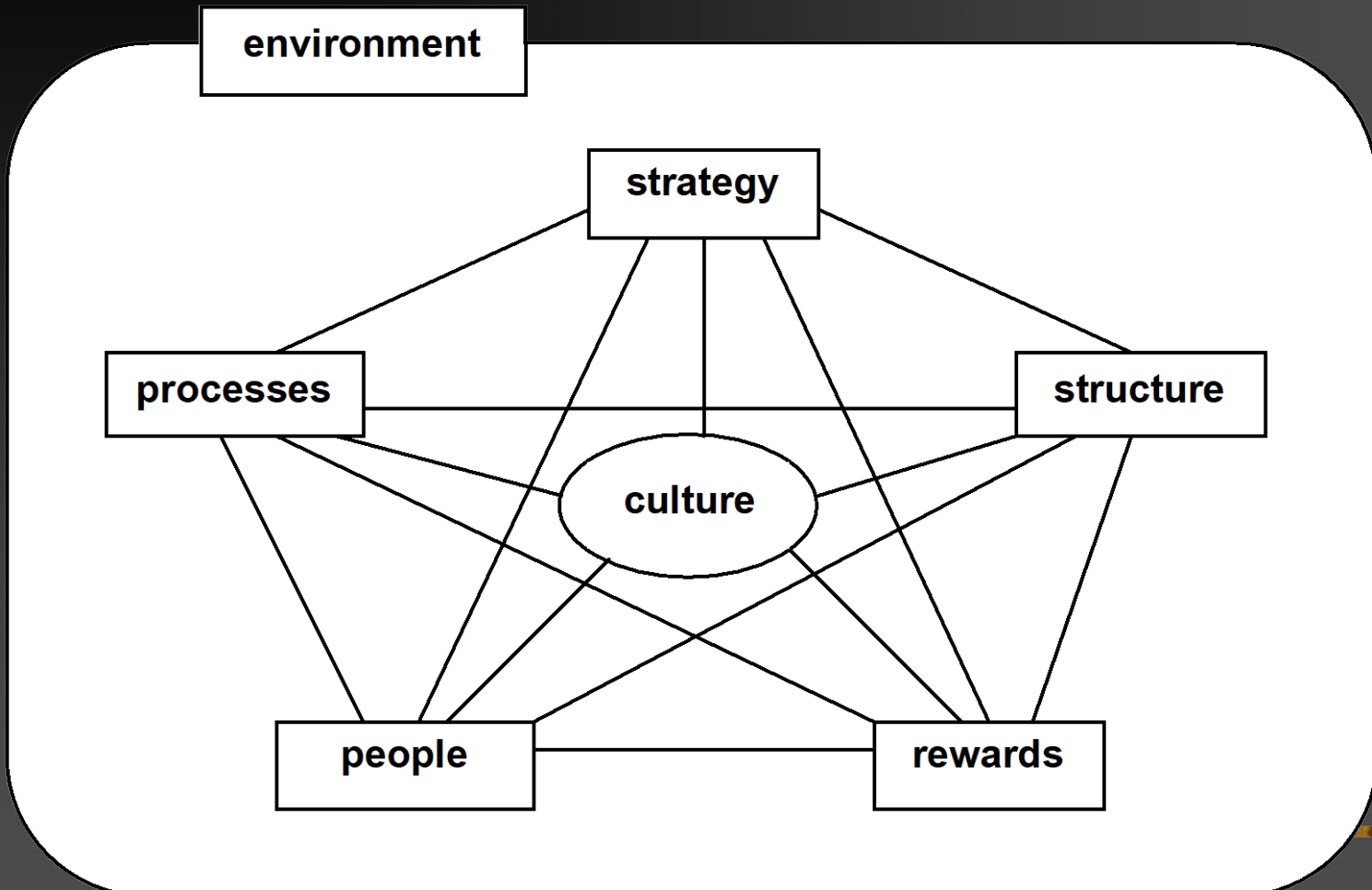
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- Top leadership commitment
- Mission and vision alignment
- Diverse and wide engagement
- Persistence over time
- Careful attention to selection and retention
- Changing other features of organization design





# Forces Shaping Organizational Culture



# Organizational Design for a Collaborative and Inclusive Culture

Culture	Ethic of contribution to shared purpose
Structure	Participative centralization; Removing Silos
Processes	Participative formalization for process improvement
People	T-shaped skills; Diversity of Thought and Experience
Rewards	360° evaluation of contribution
Strategy	Ambidexterity: Both innovation and efficiency

# Sustaining Organizational Culture

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- **Build Trust and Transparency:** The levels in the organization, reporting structures, information flow mechanisms, and the level of transparency observed in the organization is all based on trust.



**BUILD  
TRUST  
THROUGH  
TRANSPARENCY**

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# Sustaining Organizational Culture

- **Respect Diverse Thought Processes and Perspectives:** There must be a sense of respect for every individual for his/her thought processes and diverse points of view that may result in redesigning policies and workplaces, and ensuring an inclusive environment.



# Sustaining Organizational Culture

- **Communicate and Seek Feedback:**  
Open communication is essential to building relationships and sharing pertinent information.



# Sustaining Organizational Culture

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- **Create mechanisms to reinforce desired behaviors** by making conscious and systemic changes to reward and recognition systems.
- **Create Supportive and Enabling Systems and Processes**





# Sustaining Organizational Culture

- **Walk the Talk:** This requires every individual in the organization to know, live by and model the values and beliefs of the organization.



# USC's Espoused Culture...Being Aligned

(from 2018 USC Strategic Plan 2.7.2018)

## Four pillars:

➤ Free Inquiry

➤ Trojan Family:

Caring and respect for one another as individuals

Appreciation of diversity

Team spirit

Strong alumni networks

Commitment to service

➤ Targeted experimentation

➤ Ethical conduct



# Collective Leadership: We Can and Will Do It

**A SHIP IN A HARBOR IS SAFE,  
BUT THAT'S NOT WHAT SHIPS  
ARE BUILT FOR.**

