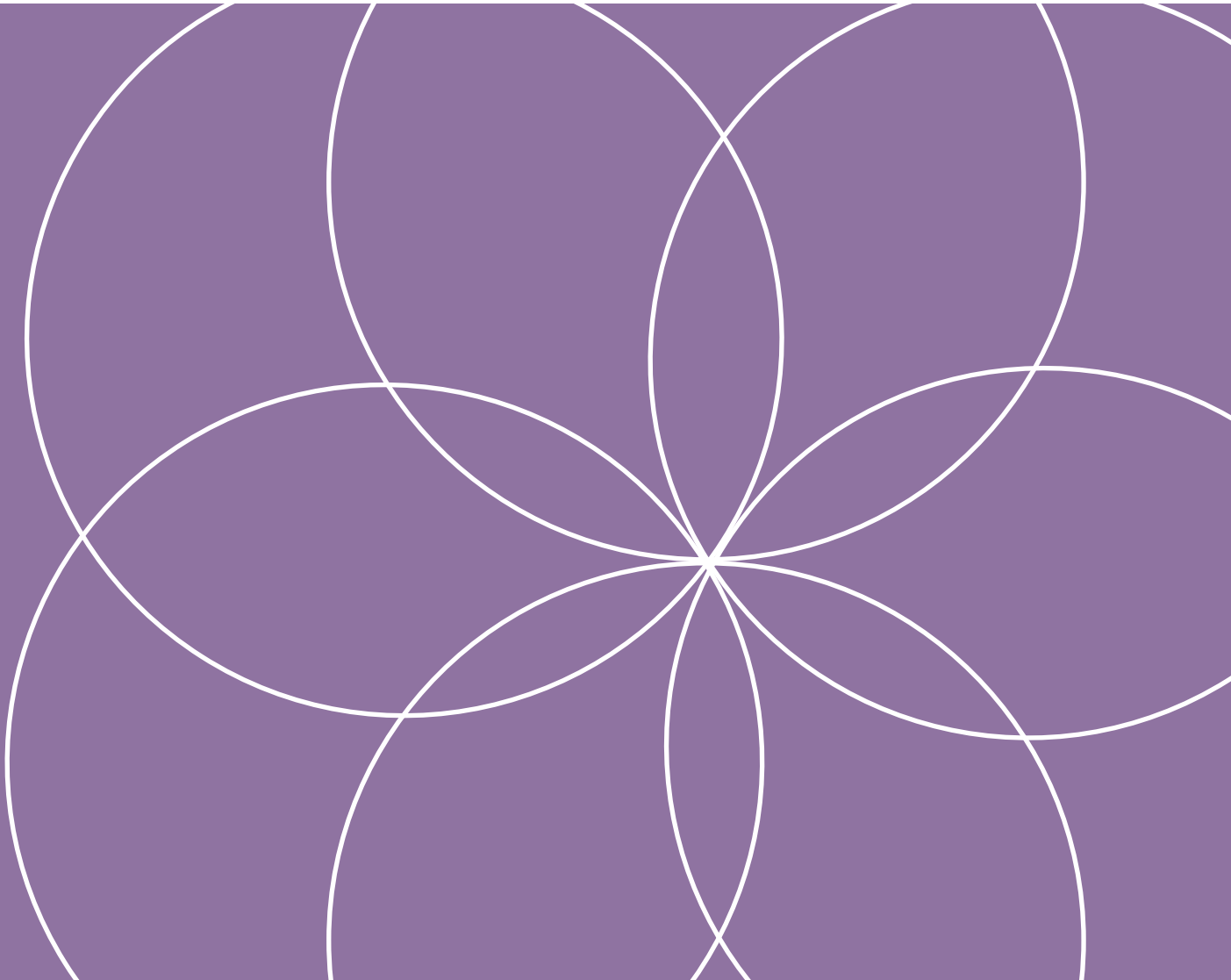




MODULE 2:

Organisational culture and Shared Management



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Don't forget!

Make sure you save your work by downloading and saving this PDF to your own computer before you write in it.

Introduction

It is impossible to over-emphasise the importance of organisational culture for service organisations in any industry. It is well known that culture has a profound influence on many aspects of organisational life and success. It is built, maintained and/or transformed by very intentional, deliberate and conscious decisions and actions. Organisational leaders, including Board members, have primary responsibility for actively creating, influencing and monitoring culture. As a leader, if you are not actively leading your organisation's culture, you cannot expect others to buy into the culture you want to create. In this module, we briefly discuss organisational culture in general before focusing on it in the context of Shared Management.

“

Maintaining an effective culture is so important that it . . . even trumps strategy.

”

Howard Stevenson, Emeritus Professor, Harvard University

You should note at this point that if you have a culture problem in your organisation, this module alone is **not** going to solve it! There are no miracle cures or quick fixes to culture problems. Training is not a solution to poor culture. You will need a different and much deeper 'treatment', although it is likely that this module will help point you in the right direction.

Learning Outcomes

By the end of this module, you should be able to:

1. Identify and describe several features of your organisation that both influence and reflect its culture;
2. Identify the extent to which your organisation's culture enables your staff to:
 - a. work with people and families in partnerships built on mutual respect
 - b. acknowledge and respect people as the key experts in their own lives
 - c. genuinely build the capacity of people and family members
 - d. support people and families to make their own informed decisions about their support arrangements
 - e. support people to engage their own staff
3. Describe how your organisation's culture needs to change in order for you to deliver (or continue to deliver) high quality Shared Management

Activity 2.0: How do you rate your culture for Shared Management?

Take a few moments to review your scoring from the culture section of the quiz at the end of Module 1. Either transpose your scores from the Module 1 workbook into the table below, or redo the quiz now. Using the scale below, rate your response to each of the following statements.

Nil: 1

Low: 2

Average: 3

Sound: 4

Comprehensive: 5

Your Score here

We have systems in place to ensure that people who use our services influence decision making at all levels of our organisation	1	2	3	4	5	
We can provide evidence demonstrating how the voice of people who use our services shape our service design and delivery	1	2	3	4	5	
Our supports are organised around each of the people we support rather than being shaped by administrative or economic convenience	1	2	3	4	5	
We systematically ensure that decision making responsibility and authority is devolved to be as close to the people we serve as possible	1	2	3	4	5	
We have clear expectations about the sort of pathway and experience people who use our services will have from the point of introduction through service design and delivery to service review	1	2	3	4	5	
If I need to explain the five principles of Shared Management to someone, my confidence to do so is best described as:	1	2	3	4	5	

Total Score

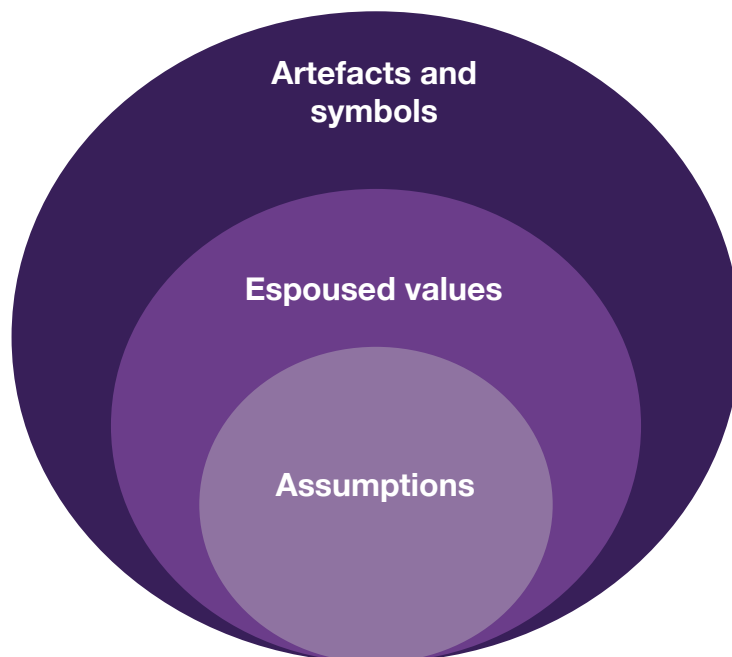
What is organisational culture?

Most simply, organisational culture can be defined as “the way things are done around here”. Some people prefer to say that culture is “the way we are as an organisation and how we behave and act together.” Both of these are fairly simple and useful definitions.

Edgar Schein, one of the 20th Century’s greatest management academics takes us further when he describes culture as: “. . . **the deeper level of basic assumptions and beliefs that are shared by members of an organisation. They operate unconsciously and define - in a basic ‘taken for granted’ fashion - an organisation’s view of itself and its environment**” (Schein, 2010).

Schein goes on to explain that these assumptions and beliefs are learned responses to a group or organisation’s two main ‘problems’: a) survival in its external environment; and b) being an integrated entity. The shared assumptions and beliefs come to be taken for granted because they repeatedly and reliably solve those problems. Because of this, they are taught to newcomers as the ‘correct way’ of perceiving, thinking and feeling in relation to these problems - resulting in “how we do things around here”.

Figure 1: Schein’s Organisational Culture Model (2010).



“

Our number one priority is company culture. . . . if you get the culture right, most of the other stuff like delivering great customer service or building a long-term enduring brand will just happen naturally on its own.

”

Tony Hsieh, CEO Zappos

Culture and five principles of Shared Management

This module specifically focuses on culture and Shared Management. We think it is important to have a culture that aligns with the five core principles of Shared Management. When these principles are embedded in your organisation's culture, they support and empower your employees to make decisions and take actions that give people maximum choice and control over their lives and supports.

Activity 2.2a: How is ‘working in partnership with people and families’ part of your culture?

Principle 1: Shared Management is a **partnership built on mutual respect** in which the person or their family member is the leader. Both parties will treat each other openly, honestly and fairly.

The table below contains ten statements about ways that this principle may be observed in your organisation. Rate each statement based on how your organisation generally performs against it. This is not **only** about people who choose Shared Management and it is not about rare occasions when you get things right. Generally speaking, how does your organisation perform against these measures?

This principle can be seen in things like:	Nil	Poor	Average	Good	Excellent
Our board includes people with disability	1	2	3	4	5
Our board includes family members	1	2	3	4	5
We have systems in place that enable people and families to influence service design and delivery	1	2	3	4	5
Our recruitment and rostering practices enable people to partner in deciding who works with them	1	2	3	4	5
Our employees speak in ways that are understood by people using the service e.g. despite language barriers	1	2	3	4	5
Our employees take time to understand the person, their life, history, aspirations and challenges	1	2	3	4	5
Decision making, responsibility and authority is devolved to be as close as possible to the people who use services	1	2	3	4	5

This principle can be seen in things like:	Nil	Poor	Average	Good	Excellent
Our services focus more on what's important to the person rather than just on what's important for their safety, health and wellbeing	1	2	3	4	5
We have a clear commitment to working alongside people, families and their communities. We effectively support people to be fully participating citizens	1	2	3	4	5
Our Shared Management agreements clearly signal that the person and family has the lead role	1	2	3	4	5
We have explicit targets and goals related to the number of people with disability we employ in our organisation	1	2	3	4	5

Overall, how would you rate your organisational culture against this Principle right now?

Really Poor

Poor

Average

Good

Excellent

In the space below, make notes about specific examples of observable good and/or poor practices, systems and processes that support your rating.

Activity 2.2b: How is ‘recognising the person as an expert in their own life’ part of your culture?

Principle 2: Shared Management is built on recognising **the person’s expertise in guiding and organising their own life**. This includes the person’s decisions about how much responsibility they have in the Shared Management arrangement.

The table below contains ten statements about ways that this principle may be observed in your organisation. Rate each statement based on how your organisation generally performs against it. This is not **only** about people who choose Shared Management and it is not about rare occasions when you get things right. Generally speaking, how does your organisation perform against these measures?

This principle can be seen in things like:	Nil	Poor	Average	Good	Excellent
The people who use our services can make the decisions they most want to make	1	2	3	4	5
We systematically train employees in principles and practices of supported decision making	1	2	3	4	5
Our recruitment and training practices enable people to partner in hiring and training staff if they want to	1	2	3	4	5
We communicate in ways that enable all people using our services to understand and meaningfully respond e.g. easy read versions	1	2	3	4	5
Employees take time to understand the person, their life, history, aspirations and challenges	1	2	3	4	5
We support people and families to reflect on and learn from their decisions. They are not penalised when things don’t turn out as expected	1	2	3	4	5
Our organisation rarely makes reactionary decisions without necessarily having all the facts	1	2	3	4	5

This principle can be seen in things like:	Nil	Poor	Average	Good	Excellent
Our organisation effectively supports people to be fully participating citizens in their communities in ways that matter to them	1	2	3	4	5
Our Service Agreements clearly signal that the person and/or family has the lead role	1	2	3	4	5
Our organisation supports people to try radically new ideas when they want to, even if there is no guarantee they will work	1	2	3	4	5

Overall, how would you rate your organisational culture against this Principle right now?

Really Poor

Poor

Average

Good

Excellent

In the space below, make notes about specific examples of observable good and/or poor practices, systems and processes that support your rating.

Activity 2.2c: How does your culture support and expand people's autonomy, capacity and participation?

Principle 3: Shared Management arrangements **support and expand the person's autonomy, capacity and right to participate as a full citizen** in all aspects of society and community.

This principle echoes principle 2 with respect to people making their own decisions. By also considering their right to participate fully in all aspects of society and community, we can see how this right has been limited and compromised for many decades. Tom Nerney from the USA suggested that supporting people to have greater autonomy and control over four key dimensions of their lives could revolutionise disability services. These dimensions are things that many people take for granted in their own lives:

1. A home of my own (with control over the front door and all the things that go with having one's own home);
2. Long-term friendships and relationships including intimate ones;
3. Meaningful participation in and contribution to community, including the transport needed to access it; and
4. The right to earn a private income, and therefore a means to escape poverty.

The table below contains ten statements about ways that this principle might be observed in your organisation. Rate each statement based on how your organisation generally performs against it. This is not **only** about people who choose Shared Management and it is not about rare occasions when you get things right. Generally speaking, how does your organisation perform against these measures?

This principle can be seen in things like:	Nil	Poor	Average	Good	Excellent
We systematically record how people take up and grow their capacity to hold socially valued roles	1	2	3	4	5
We regularly invite people to contribute to our organisation in ways that value their knowledge, skills, abilities and experience	1	2	3	4	5
Our employee training includes principles and practices of genuine social inclusion such as how to support people to gain and hold socially valued roles	1	2	3	4	5

This principle can be seen in things like:	Nil	Poor	Average	Good	Excellent
Our organisation actively supports people to live in a housing arrangement that they choose. We support them to explore different options if and when they want to	1	2	3	4	5
We communicate in ways that enable all people using our services to understand and meaningfully respond e.g. easy read versions	1	2	3	4	5
Our support worker role descriptions include an expectation that these roles will support people to build sustainable friendships with people who don't have disabilities	1	2	3	4	5
Decision making, responsibility and authority is devolved to be as close to the people who use services as possible	1	2	3	4	5
We systematically train our employees in supported decision making	1	2	3	4	5
Our employee training includes learning how to support people to build friendships and relationships	1	2	3	4	5
Our Shared Management agreements clearly note how we commit to supporting the person and family to grow their capacity as a share manager	1	2	3	4	5

Overall, how would you rate your organisational culture against this Principle right now?

Really Poor

Poor

Average

Good

Excellent

In the space below, make notes about specific examples of observable good and/or poor practices, systems and processes that support your rating.

Activity 2.2d: In what ways does your culture enable people to make decisions about their services?

Principle 4: The person or their family member can **decide how their funded resources and services can best be used and organised**. The person or their family member has the right to change their mind.

The NDIS Act presumes that people with disability are capable of deciding things for themselves. The Objects and General Principles of The Act set out the intentions of the NDIS. They repeatedly assert that people with disability can and should make their own decisions about aspects of their lives that affect them and are important to them. This includes decisions about their paid services and supports.

In this context, this Shared Management principle endorses what is now effectively a legal requirement. However, for some organisations, empowering people with disability to make their own decisions challenges deeply held beliefs and assumptions about their capability to make such decisions. These beliefs and assumptions continue to pervade the disability sector and many organisations at a level below their conscious awareness. They often underpin their main business models. Is this true for your organisation?

The table below contains ten statements about ways that this principle may be observed in your organisation. Rate each statement based on how your organisation generally performs against it. This is not **only** about people who choose Shared Management and it is not about rare occasions when you get things right. Generally speaking, how does your organisation perform against these measures?

This principle can be seen in things like:	Nil	Poor	Average	Good	Excellent
People with disability regularly provide training for our employees	1	2	3	4	5
Everyone who uses our services has access to an accurate, up-to-date budget and expense report	1	2	3	4	5
We have processes that enable people and families to influence service design and delivery	1	2	3	4	5

This principle can be seen in things like:	Nil	Poor	Average	Good	Excellent
Our recruitment and rostering practices enable people to partner in deciding who works with them	1	2	3	4	5
We strive to communicate in ways that are accessible to and understood by all people using our services e.g. easy read, translations	1	2	3	4	5
Employees take time to get to know the person, their life, history, aspirations and challenges	1	2	3	4	5
Our organisation has the flexibility we need to provide people with additional support when they need it	1	2	3	4	5
Our services focus on what's important to the person rather than just what's important for the person's safety, health and wellbeing	1	2	3	4	5
We have a clear commitment to working alongside people, families and their communities. We effectively support people to be fully participating citizens	1	2	3	4	5
Our Service Agreements clearly signal that the person and/or family has the lead role	1	2	3	4	5

Overall, how would you rate your organisational culture against this Principle right now?

Really Poor

Poor

Average

Good

Excellent

In the space below, make notes about specific examples of observable good and/or poor practices, systems and processes that support your rating.

Activity 2.2e: In what ways do your organisation's processes and systems support people to engage their own employees?

Principle 5: The person or their family member is the **employer of paid supports.**

The final Shared Management principle is that the person or their family member is the employer of paid support workers. In this context, 'employ' also includes engaging workers as contractors if that is a legally valid option in their situation. We examine the legal considerations in more detail in Module 3.

The table below contains ten statements about ways that this principle may be observed in your organisation. Rate each statement based on how your organisation generally performs against it. This is not **only** about people who choose Shared Management and it is not about rare occasions when you get things right. Generally speaking, how does your organisation perform against these measures?

This principle can be seen in things like:	Nil	Poor	Average	Good	Excellent
Our payroll systems enable us to complete payroll activities on behalf of people who are employers	1	2	3	4	5
Our employees know which aspects of advice they can legally offer and which are beyond their legal authority	1	2	3	4	5
We have systems that enable people and families to organise employment arrangements in whatever way best suits them	1	2	3	4	5
We have templates and checklists that make it clear to people what they need to do to be good employers	1	2	3	4	5
We strive to ensure that all information about employer responsibilities is provided in simple and accessible formats e.g. easy read, pictorial	1	2	3	4	5

This principle can be seen in things like:	Nil	Poor	Average	Good	Excellent
We provide necessary paperwork (e.g. blank timesheets, payment summaries) in a timely manner	1	2	3	4	5
Decision making responsibility and authority is devolved to be as close to the people who use services as possible	1	2	3	4	5
Our systems enable us to provide a back up support service for people if and when they need it	1	2	3	4	5
We are prompt in providing people with information and updates about changes that affect them	1	2	3	4	5
Our Shared Management agreements clearly state that the person and/or family is the employer or engager of their employees	1	2	3	4	5

Overall, how would you rate your organisational culture against this Principle right now?

Really Poor

Poor

Average

Good

Excellent

In the space below, make notes about specific examples of observable good and/or poor practices, systems and processes that support your rating.

Activity 2.3: Bringing it all together

Look back at all of the activities you've completed in this module. Transfer your overall rating for each principle from activities 2.2a to 2.2e to the 'Your rating' column in the table below. Reflect on your notes for each activity to complete the remaining columns about how your organisation's culture needs to change in order for you to deliver (or continue to deliver) high quality Shared Management. Be sure to identify what actions you can and will take as a result of doing this module. Be specific and realistic.

Principles	Your rating	What needs to be different?	What do you need to pursue?	What 3-4 actions am I going to take by when?
1. Genuine Partnership				
2. Person guides & organises their own life				
3. Expand person's capacity, autonomy & participation as full citizen				
4. Person decides how funding and services are organised & used				
5. Person or family is employer				

“

So often people are working hard at the wrong thing. Working on the right thing is probably more important than working hard.

”

Caterina Flake, Co-founder of Flickr

“

Anything that is measured and watched, improves.

”

Bo Parsons, Founder of Godaddy Group