# Laddering and Effective Culture

At βeta4Change we are repeatedly asked to assist clients in their complex organisational change. Often where these complexities come in a perceived or actual difficulty to embed and gain adoption for that change. This can frequently be around complex cultural changes, like those associated with Codes of Conduct, Employee motivation, Anti-Bribery/Corruption and other compliance related programmes.

Our company mantra is 'Where Ethics leads Compliance Follows' and we look to build these change adoption programmes based on a core principle of ethics that we link with our occupational positive psychology and organisational people change expertise. We start by assessing the programme alongside a company's Vision, Mission and Values. We often revisit these to ensure they are congruent, sympathetic and relate to employee goals, values and concerns.

In doing so, our clients have found great insight when we furnish them with the diagram below and relate it to the niche interventions that we then undertake with that company.
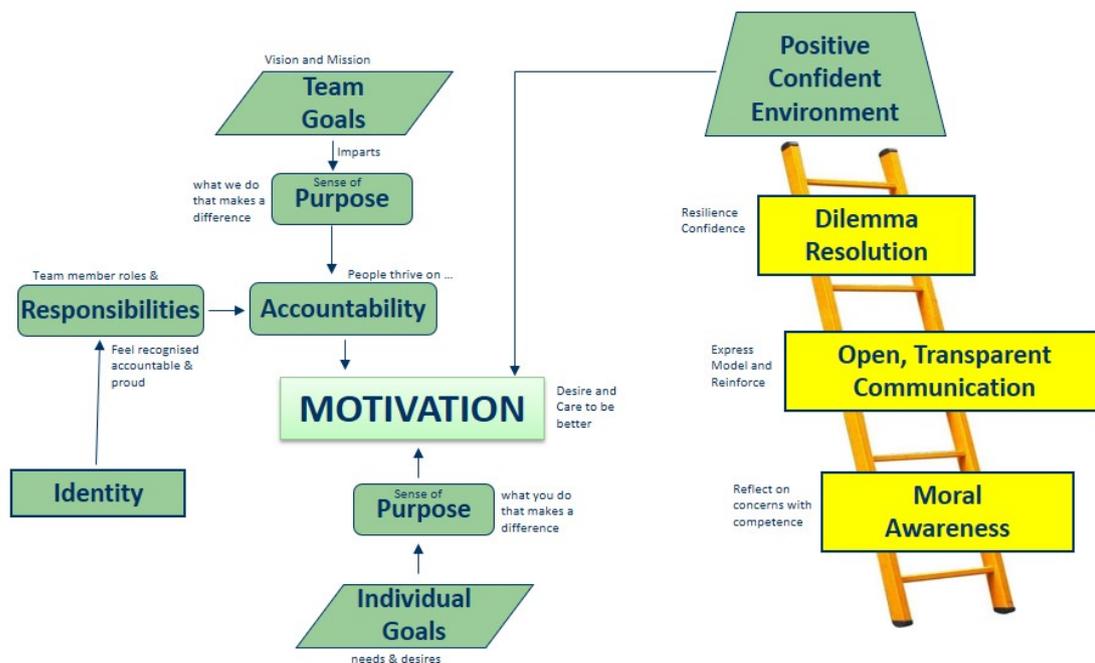
Our transferring of **Knowledge** and **Ability** are clearly important in achieving good cultural change adoption, however delivering an Ethical Culture is more strongly correlated to far more emotionally-based drivers. At βeta4Change we use our culture development framework to generate greater Motivation to encourage and strengthen the desire for an Effective Organisational Culture, one with Ethics and Values as its kernel.

Decoding the Diagram

On the left hand side of the diagram we show how various aspects of a team and its members need to come together to form an effective culture. **Identity** provides bonding as well as inferring **Responsibility**, which is important because

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Responsibility helps people to feel recognised, proud and accountable. **Team Goals** also impart **Accountability** and good people tied to an **Identity** thrive on accountability.

Your **Sense of Purpose** (what you do to make a difference) contributes to **Motivation**, which is enhanced when **Team** and **Individual Purposes** align, and combine with strong **Accountability** and **Confidence** in those around you.

n.b. Each individual has their own Values, Goals, Needs and Desires and works better when these are in tune with their Team and Organisational Values, Goals, Mission and Vision.

On the right hand side of the diagram we show how Confidence in the Ethical Character of those around you comes from a laddering of:

Moral Awareness of your landscape, including **Ethics** and **Values**, which is best developed in a group or interactive training environment. This common understanding of moral awareness allows reflection on, and encourages discussion on, worries/ concerns/ challenges.

Communication is then more likely to be **Open** and **Transparent** and needs to be continuously supported from the Top and Middle through **EMR** communication principles, i.e. to **Express; Model and Reinforce.**

Dilemma Resolution can then be successfully tackled, which in turn builds resilience and **Confidence.** Confidence generation is important because there is little *point being knowledgeable if you are not confident to use it.* This fosters a **Positive Confident Environment** and this in turn generates **Motivation** for your **Effective Culture.**

We are happy to share this information and we trust this will help you in your own culture change journey. We also know that our expertise lies much deeper than any whitepaper we can reproduce here, so if you want further assistance … well that's what we do.