# Template 6.2.5: Cultural Web Exercise

Purpose

To develop an understanding of your service culture in order to increase readiness for change. This exercise will assist in mapping and analysing key cultural factors. It contains six inter-related elements that represent the artefacts (what we see), values (what we attribute intrinsic worth to) and assumptions (beliefs) about your service. This knowledge can be used to design and monitor ongoing developments, and to plan how to work with concerns and resistance in the system.

How to use it?

Baseline measure: Identify through an engagement process the prevailing culture of the team or service and subcultures – see Columns 1 and 2 below. Understanding culture requires 'being present', listening to the lived experiences of staff and service users and observing how the service actually operates in practice.

Repeat the exercise to describe the 'desired culture' – see Columns 3 and 4 as part of the Visioning Exercise (see 3.3, 3.3.1). This will provide you with a focus for intervention and assist in describing the vision for your service.
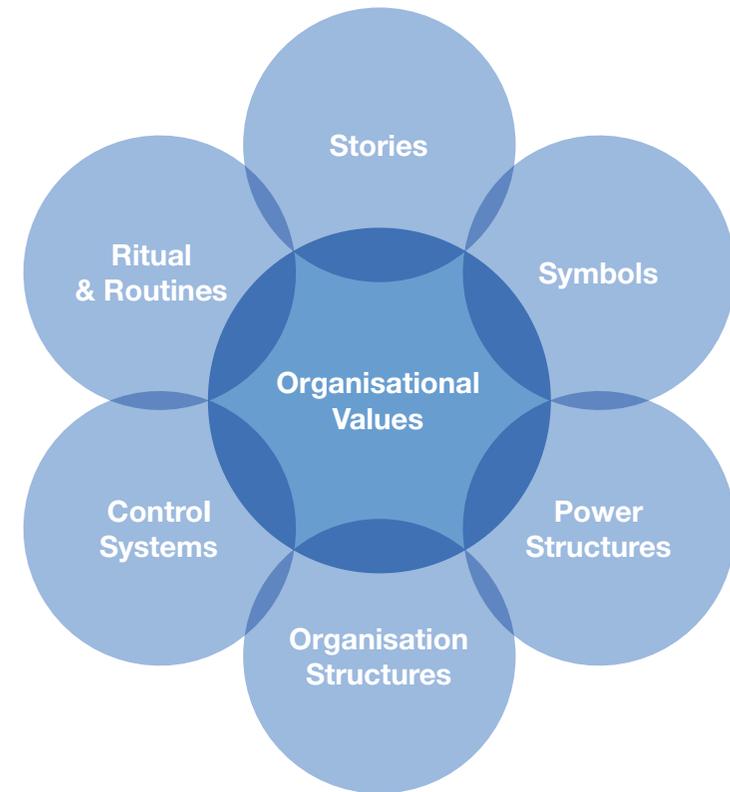
The Cultural Web diagram above identifies six interrelated elements that help to make up what Johnson, G (2017) calls the 'paradigm' – the pattern or model – of the work environment. By analysing the factors in each, you can begin to see the bigger picture of your culture: what is working, what isn't working, and what needs to be changed.

Source: *Johnson, G. (2017)* [228]

1 Cultural web elements	2 Prevailing culture Baseline	3 Cultural web elements	4 Future 'desired' culture Future
Listen and gather **stories** that reflect what it is like to work in the service.		**What would service users, staff, other services be saying about our service (desired future culture)?**	
Observe **rituals and routines** that signal acceptable behaviour – what organisational habits/routines are at play?		**What rituals would we have?** **Describe behaviours that would be evident.**	
Examine **symbols** that visually represent what the service stands for – what are the physical environment cues telling you?		**What symbols would be visible?**	

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Determine **power structures** – who has the greatest influence on decisions, direction and day-to-day operations?		**Who would influence decisions?** **How would power and influence be distributed?**	
Consider the organisational **structure**, both the formal and informal lines of power and influence – whose contributions are most valued?		**How would new working relationships be reflected in the structure/service?** **How would the structure support organisational networks as well as traditional hierarchies?**	
Assess **control measures** including performance indicators, budget management, rewards, etc. and their impact on people		**How would we manage accountability and performance for delivering better outcomes, quality standards, financial targets etc.?**	

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