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“Company culture is... How we do things around here.”



Organizational Culture...What's your Company culture and does it need to change?

Company culture is usually defined as “How we do things around here”. Do you have an open door/communication policy or is the grapevine more accurate than the communication from management? Is there a healthy competition within the work groups? Does everyone know the vision and the mission of the company? Do employees contribute to the decision making process that affect them or the company? These are all questions that determine the culture of your organization. You can tell the culture of an organization by looking at the arrangement of furniture, what the employees brag about, what they wear, etc. -- similar to what you can use to get a feeling about someone's personality.

It has been argued that culture is the single most important factor accounting for success or failure in organizations. The key dimensions of culture as defined by Deal and Kennedy(1982) are:

- Values – the beliefs that lie at the heart of the corporate culture.
- Heroes – the people who embody values.
- Rites and rituals – routines of interaction that have strong symbolic qualities.
- The culture network – the informal communication system or hidden hierarchy of power in the organization.

Culture frequently echoes the prevailing management style. Since managers tend to hire people just like themselves, the established organizational culture is usually reinforced by new hires.

Organizational culture develops over time. People who are comfortable with the current organizational culture don't consider culture change, unless a significant event occurs. Something that rocks their world such

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“Improve your productivity and the bottom line with coaching from HR Solutions 4U”

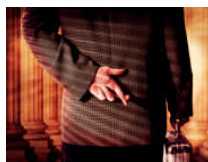
“What is my behavioral style and does it fit this job?”

as being on the brink of bankruptcy, a significant loss of sales, customers, or the high cost of employee turnover might get people's attention. Even then, to recognize that the organizational culture is the culprit and to take steps to change it is really a tough decision and an even more difficult journey to go through.

When people in an organization recognize that their current organizational culture needs to change to support the organization's success and progress, change can occur. However, change is not pretty and change is not easy. Culture change requires understanding, commitment, and tools.

Changing the culture...

- Before an organization can change its culture, it must first understand the current culture, or the way things are done now. Step back and look at the employees and their interaction in your organization with the eye of an outsider. Conduct interviews by asking questions of the staff such as, “How would you describe our company to a friend if they were about to start work here?”
- Once you understand your current organizational culture, your organization must then decide what the organizational culture should look like to support success. What vision does the organization have for its future and how must the culture change to support the accomplishment of that vision?
- Finally, the individuals in the organization must decide to change their behavior to create the desired organizational culture. This is the hardest step in culture change.



Is this the right job for me?

It's not only your staff employees who are asking themselves this question about their jobs, but managers and executives have the same reservations about being the “right fit” for the position. Sure, you have the education, the skill level and the experience or you probably would not have the job but are you the “right fit?” Behavioral profiles are being used in many facets of businesses from recruiting and teambuilding to coaching.

The DISC profile is one assessment tool that is widely used in Industry and Commerce. One of the reasons DISC is of such practical value is that it's designed to look specifically at business-related behaviors. DISC tells us more about our natural behaviors as well as our adaptive behaviors that are quite often displayed at work. Your behavioral style determines how you solve problems; interact with other people; the pace you

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prefer and how you respond to rules and procedures. Because DISC helps to understand a person's current behavior and values, it also helps to predict how that person is likely to act in the future. That information can be extremely useful in the hiring process as well as teambuilding and development. This tool benefits the prospective employee, the current employee and management. You can get our special DISC profile by [clicking here: **Special Offers!**](#)

The Termination Process

The decision to terminate or suspend the employment relationship represents potentially one of the most costly decisions that is made in business. When charges are lodged against an employer, the liability exposure meter continues to run until any and all legal challenges are finally resolved. Sometimes this takes months and even years due to the cumbersome administrative and judicial processes.

Regardless of the outcome of the legal process, an employer is forced to defend itself against such attacks, and to do that requires you to spend considerable sums of money on attorney's fees and related legal costs. This does not include the time you will be required to spend on preparation.

Here are a few basics you should have in place:

- Distribution of your employee handbook to all employees.
- Disciplinary policies and procedures outlined and discussed in your employee handbook to include progressive discipline.
- Written acknowledgement of receipt of the employee handbook.
- Protect your company from post-termination legal challenges and ensure fairness by suspending first and terminating only after you have investigated the incident.
- Have a top management official review all terminations and suspensions.
- Audit your employee handbook every two years.

This Newsletter, which is prepared by HR Solutions 4U, LLC, is not designed to render legal advice or legal opinion. Such advice may only be given by a licensed, practicing attorney, and only when related to actual factual situations. Such matters should always be checked out with the company's corporate counsel.

Attention: Owners, Managers, Supervisors

